

PDDNI to ODNI Management Townhall Feb 13

Intro

- Director discussed some of our great accomplishments as we lead the community and build a professional ODNI workforce
- As an engineer, I like watching us build, but I tend to analyze any flaws or shortcomings we've gathered during construction
- So Director is going to let me talk about challenges for the next year
- Made progress, continue to focus on *doing what's right*

- I'm up here to make you aware and discuss your role as managers
 - Lead through our example
 - Hold ourselves accountable first, then employees
 - Earn respect, support, and trust of our workforce
 - Consistently speak with one voice

- We have two categories of challenges as managers
 1. How we manage money
 2. How we lead people

Managing Money – two types of challenges

1. Talking about money - Managing budget rollout and distributing resource info
 2. Managing our own resources
- **Talking about money**
 - Speak with one voice on the budget both internally and externally
 - MSD/OLA. (CFO as oversight)
 - Coordinate with MSD PRIOR to ANY external engagement
 - Only OLA talks to Hill
 - Consistency of information and message
 - **Managing our resources – budget austerity & oversight**
 - WH E.O. in September - reduce expenditures in FY13, 20% below FY10 in ...
 - Travel
 - IT devices (cell phone, BlackBerry, pager)
 - Printing; No binding, glossies
 - Transportation (consolidate trips when possible)

- Component Chief is ultimately accountable for execution of resources
 - Each component ID dedicated Resource Manager
 - Fiscal transactions align with MSD Comptroller
 - Budget formulation and execution validated and monitored.
 - Promotional items (ODNI policy for those who depart or retire)
- Senior managers/leaders do NOT have the authority to obligate the ODNI to new work or increase current requirements.
 - Vet ALL work requirements through OGC, MSD/Contracts, COTR, CO before discussing with industry partners
 - More stringent review of ODNI Genesis requests
 - Personally liable if ratification
- COTRs and managers need better training on
 - Procurement and fiscal responsibilities
 - Increasing numbers of inappropriate or illegal obligations
 - Component heads must provide better oversight

- Must improve management and oversight of pay
 - Increasing Time and Attendance FRAUD
 - Components are accountable
 - Employees are often fired or resign
 - T&A not being overseen with appropriate rigor
 - Ensure valid Time and Attendance certification
 - Overtime pay
 - Spent over \$700K since 1 October
 - Some individuals have been paid well over \$10K so far
 - Get overtime data from MSD Comptroller to assist in managing
- We're going to be holding people personally accountable for these financial issues
 - As part of that, I've directed General Counsel and MSD to attend Component staff meetings and be a more direct and open resource to help

Managing and Leading People

- Some concerns with recent trends in resolving and reporting workplace issues
- Recent increase: allegations of workplace harassment, incl. sexual harassment
 - UNACCEPTABLE
 - Many claims between contractors and gov employees
 - Training:
 - “Harassment Prevention”
 - “NO FEAR Act” **Mandatory** every 2 years
- Must improve training on how to manage contractors
 - “How to Deal with Contractors”
- Need refresher security training
 - Particularly how LX procedures may differ from Tech or Maryland Square
- Need better communication on ODNI policy
 - Consistent and continual IG and EEOD findings
 - Communication stops at the senior management level
 - e.g., Reduced bonus because of fiscal constraints

- Must communicate decisions or agreements from senior levels to workforce, otherwise
 - Decisions are not implemented
 - Interpretations of policy are not consistently applied
- Public Affairs emphasis to broadcast information via numerous means
 - THIS TOWN HALL
 - DNI to attend Component-level staff meetings
 - More PDDNI brown bag sessions
 - More direct correspondence from front office
 - Weekly “CMO wrap-up”
- More attention to PERS is needed
 - Establish performance objectives early in rating period
 - Counsel throughout the rating period
 - Poor performers require more frequent counseling
 - Counseling **MUST BE DOCUMENTED**

- Chiefs of Staff must communicate with employees out on detail
 - Policy changes, e.g. promotion, bonus
 - PERs are prepared and submitted
 - Job placement for return to ODNI
- Reminder: only HR can offer a job and state a salary
 - Managers cannot make job offers or discuss salary

Wrap up – (focus on positive)

- As an engineer, I like to focus on design imperfections, but that doesn't mean we're building a bad structure here in ODNI
- We are making progress on building professional workforce
 - EEO and IG show fragile progress in recruitment and retention of minorities, women, and persons with disabilities
 - We've had formal workforce resources: IG, CLPO, EEOD, HR
 - Formal complaint channels are available if necessary;
 - Retaliation against employees who use these channels is strictly prohibited

- At the brownbags I held with each office in fall, I promised new, informal workforce resources
 - Ombuds and MAG are now real
 - David will highlight some of the MAG wins in a few minutes
 - These resources empower our employees
 - Also promised Joint Manning Document – getting close
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- Today, I talked about a number of specific challenges, but here's what I want you to keep your focus on ...
 - ODNI in the past year has embarked on a number of initiatives to provide the framework for an ODNI “culture” to emerge. We're starting to see progress, maybe sooner than expected. We need your leadership to keep our momentum going. This is your workforce, and it will belong to you long after the Director and I have moved on to our great reward ... and hopefully that means a quiet retirement and some sailing.
 - We have some things to work on, but all in all, you're doing a great job in focusing on *doing what's right*. Thank you, and keep it up.

**Remarks as delivered by
Ms. Stephanie O'Sullivan
Principal Deputy Director of National Intelligence**

**IC CIO Conference
Heritage Center, Chantilly, Virginia
March 27, 2012**

It's good to be here looking out at folks about to rock our world.

Other than payroll, I can't think of another part of the IC that touches everything and changes what we're all doing like IT. You have all stepped up when needed.

The purpose of this panel with your leadership this morning is to show you: *We're all in.*

Thank you, Al. And thank you to everyone here for the great work you do.

Last September, the DNI told you that "successful intelligence integration requires a global IT infrastructure, through which we can rapidly and reliably share intelligence with those who need it."

You've made an incredible amount of progress with coordinating plans to meet that objective. Today, you're going to discuss making those plans a reality. You'll hear from the service providers about the clouds, the IC desktop, and how the IC app mall will work. And this morning, your agency leadership is here to back you, because what you're doing here makes sense for the enterprise and the mission.

Since we're starting with mission, I'd like to read the opening of the 9/11 Commission Report. Most of you have read it, but it's worth reading again. It narrates what happened that day and how our nation changed. It sets the stage for the changes we've all experienced over the last decade.

Tuesday, September 11, 2001, dawned temperate and nearly cloudless in the eastern United States. Millions of men and women readied themselves for work. Some made their way to the Twin Towers, the signature structures of the World Trade Center complex in New York City. Others went to Arlington, Virginia, to the Pentagon.

Across the Potomac River, the United States Congress was back in session. At the other end of Pennsylvania Avenue, people began to line up for a White House tour. In Sarasota, Florida, President George Bush went for an early morning run. For those heading to an airport, weather conditions could not have been better for a safe and pleasant journey.

Among the travelers was Mohammed Atta who arrived at the airport in Portland, Maine.

All of us have our experiences that morning, and its aftermath.

I was at CIA, and in the days and weeks that followed, we took stock of the agency's Science & Technology Directorate, and we realized we were unprepared to deal with a terrorist threat like this. We were hollowed out from the '90s drawdown, and we weren't connected to the other agencies in the way we would need to be to address this threat.

That's where we were on 9/11, a decade ago. Since then we've seen the Intelligence Community reinvent itself.

- NSA put real time Signals Intelligence at the fingertips of combatant commanders and paved the way for much of what we're doing today and the plans you have made.
- We integrated liaison partners, in a very real way, into our enterprise, across the board.
- We developed capabilities to locate our adversaries, to get next to them with human assets and technical tools, and to reach into their sanctuaries -- observing, collecting, and extracting plans and intent.
- We evolved a new discipline in targeting – the hunters of the Intelligence Community. Targeters track the digital trail of terrorists through massive volumes of data, elusive signals, and increasingly interconnected databases.

Those changes happened because we, as a community, recognized our shortcomings and were ready to change our culture to meet these new threats.

Without the people in this room, those changes would have failed.

You stitched together *at least 5* separate networks from the Big 5 agencies. It took carefully negotiated firewalls, creative initiatives, and liberal applications of IT duct tape and baling wire.

But you made it work. And your legacy, up until now, is that your heroic efforts enabled the Intelligence Community to reinvent itself after 9/11. We not only have met the threat of al Qaeda, but we've responded to a diverse and ever increasing set of challenges, such as Arab Spring.

Last August, the DNI and your agency directors put forward another challenge before you. We were looking at an IC budget that was going to face reductions for the first time in a decade. We asked you to find billions of dollars in cost savings through IT efficiencies. And with another heroic effort, you found a way to save money by integrating our IT architecture across the IC.

Actually, you reminded us of what you had been saying for some time – this is no way to run a network. We can do this better.

If you've been around long enough to collect a gray hair or two, which I obviously have, you should know this truth – the reasons you start something are rarely the reasons why you see it through to the end.

We started this work to save money. It was born in budget cuts discussion we had at offsites last summer. But we'll see it through because an integrated IT enterprise will make the IC stronger. It will enable all of the other integration initiatives across the community. The work you are doing at this conference today is absolutely critical to the future of the IC and to our national security.

The 9/11 commissioners recommended this. They said:

The president should lead the government-wide effort to bring the major national security institutions into the information revolution. He should coordinate the resolution of the legal, policy, and technical issues across agencies to create a "trusted information network."

Your agency leadership is convinced that your strategy will meet that vision. I believe we have the necessary support from the legislative oversight committees to see the strategy to fruition. And in just a few minutes, we'll hear from a panel of your senior leaders on why they also believe that.

The leadership panel here today is a reflection of how critical the work you are doing is and your agency leadership's commitment to seeing it through. *We're all in.*

The IC IT Enterprise is much more than hardware, software, data and networks; it also encompasses the people, policies, procedures and strategies, and indeed culture, that drive responsible and secure information sharing.

Having your leadership here means that when you make hard calls based on your technical expertise, you will have mission leaders backing you up and pushing the resources and policy you need. They are fully aware that before we get to the beautiful shiny vision we have of this network, we're going to have to wade through a lot of ugly details *together.*

You, in particular, have a lot of work ahead. And while the IC leadership and oversight has bought off on your plan, changing the way we have done business in the past is going to be quite hard. There are three groups that will face this change immediately.

The IC's IT workforce, which many of you are part of, needs to understand that you are a valued part of this new enterprise. Some of you may need to apply your skills differently, but when you do, you will have an opportunity to expand your reach across the entire IC. You and your colleagues are a critical part of the entire IT enterprise, and no matter

which agency is your home, you should be ready to answer the call if one of the service providers needs your expertise, regardless of the agency. "Enterprise" isn't just a buzzword in your strategy. We must think and act as an enterprise if we're going to succeed.

A second group is the program and project managers, contract officers, acquisition experts, and COTRs who need to restructure their programs. Indeed, they will have to renegotiate some contracts, but their hard work will better position their programs to support the needs of the entire IC.

Finally, we've told the rest of the IC workforce to expect some difficulties during the transition. Now we need deliver a common, improved user experience which makes it easier to collaborate across an integrated IT enterprise. We need to demonstrate to the workforce that we'll improve their ability to securely discover, access, and share data *while* we streamline operations. Early wins will be important, and that's one reason why AI and our IT leaders are striving for enterprise IOC [Initial Operational Capability] by the end of this calendar year.

That's why we're here today. This conference will build on your progress, aligning your planning for IT transformation with the mission perspective. But before we discuss mission perspectives with your leadership, I'd like to leave you with one more quote from the 9/11 Commission Report.

They wrote:

In the post-9/11 world, threats are defined more by the fault lines *within* societies than by the territorial boundaries *between* them. From terrorism to global disease or environmental degradation, the challenges have become transnational rather than international. That is the defining quality of world politics in the twenty-first century.

So when the 9/11 Commission charged us to create a large scale trusted IT network, they weren't just thinking about fighting terrorism.

Your incredible patchwork of IT systems has allowed the people executing a full spectrum of IC missions to work together, to integrate intelligence operations and analysis. The work you are doing today and over the next few years is going to streamline that integration and make it easier.

You are going to make our future possible. A decade from now, the men and women in this room will know you have contributed to a profound and important change.

And hopefully, you'll save a few dollars to reinvest in mission operations too.

Thank you.

PDDNI – Intro OPM Director John Berry – Aug 6, 2012 - 2:00 pm

Good afternoon. It's my pleasure to introduce the Director of the Office of Personnel Management, John Berry.

He has served at all levels of government: in Montgomery County, with the Maryland General Assembly, with US Congress on Steny Hoyer's staff, in Departments of Interior and Treasury.

With Treasury, he was responsible for 40% of Federal law enforcement officers, including the Secret Service.

Under his leadership, OPM has reformed and streamlined hiring practices, boosted hiring of Veterans, and eliminated security clearance backlogs that dated back to 2001.

OPM is taking the lead on enhancing performance management, improving diversity of the Federal government, speeding retirement processing, and making recruitment of students and recent graduates easier.

But before taking the helm at OPM, he was the Director of the National Zoo.

Of course, I'm sure people regularly remind him just how much that experience makes him qualified to manage recruiting, hiring, and setting benefits for 1.9 million federal employees.

Shortly after he left the zoo for OPM, the zoo named a lion cub for Director Berry.



This is John on his first birthday.



And this is John as a cub, with his namesake.

I'm not sure I've ever been this professionally jealous of someone before.

It's going to be hard for the federal workforce to match this gesture when Director Berry finishes his duties at OPM.

Please join me in welcoming Director John Berry.

PDDNI – CFC Kickoff keynote remarks – Sep 10, 2012 - 2:00 pm

(b)(3) Thank you [REDACTED], NCIX

And thank you to everyone here for volunteering to help with this year's CFC.

Director Clapper wanted to be here, but he got a call from the White House and couldn't make it.

But I'm very happy to fill in.

(b)(3) I think [REDACTED] laid out a lot of the reasons why the DNI and I are proud of your service.

She said that "your everyday work is in service to the IC and the American public."

That's exactly right.

And when the IC succeeds, you should feel pride that you contributed to that win.

(b)(3) I also agree with [REDACTED] that we don't expect anyone here to move to the streets of Calcutta, like Mother Teresa.

We'd prefer you keep working *here*.

For the *world's largest and best* nonprofit organization.

[Pause]

That would be the federal government.

CFC, of course, is the one time each year that we can solicit federal employees to contribute to charities.

I love hearing about programs like “Angel Canines for Wounded Warriors.”

With CFC charities like this, everyone in government should be able to find a cause you can be passionate about.

(b)(3) As ██████ said, you really do understand service.

And you’ve put together a 7 year streak of giving more to CFC every year

So I’m proud of our extraordinary giving, particularly in financially difficult times.

But there’s another trend I want us to keep going.

We really seem to have fun with CFC.

Last year we held ...

- The Cha-Cha Slide
- The Holiday Gift Basket auction
- A contest to force seniors to dress up in costumes
- The Senior Executive “Shadowing” Raffle
- Competitive cooking and eating of a huge variety of foodstuffs

Personally, I'm for any contest that raises money *and* gets my component chiefs to come to Friday senior staff meetings dressed as chickens.

Or gives me a chance to spend time with someone like (b)(3) from CIO, who shadowed me for a day this spring

[Story: learning from employee "shadows"]

I love that we have fun with CFC, and I'm particularly proud of the people in this room.

You're contributing more than money.

You're giving your time and energy to an effort that helps morale and raises funds for worthwhile charities, like Angel Canines.

So thank you, and I'm looking forward to seeing your creative ideas in action this fall.

I'd like to close by thanking (b)(3) for spearheading this campaign for ODNI.

She has some parting instructions for us, and then we can get some pictures and some CFC cake.

Thank you.

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**PDDNI to IC CIO Strategic Planning Conference
Friday, Nov 16, 9:25 – 10:00, CIA Bubble**

(b)(3) Thank you, [REDACTED] [REDACTED] for the introduction, and thank you for inviting me to kick off the conference.

I remember speaking at your planning conference out in Chantilly way back in March.

I opened up that day by saying, “It’s good to be here looking out at folks about to rock our world.”

Well, it’s 8 months later, and you haven’t disappointed.

So it’s good to be here this morning looking out at folks now rocking our world and putting the IC on a new innovation curve.

We’re right on the cusp of going live for test users.

And that’s when the rest of the IC will get to see what the integrated IC IT Enterprise will look like.

(b)(3) I remember the story [REDACTED] told at the March conference.

He said,

“Flying home from Mexico City, I realized that without markers outside the plane, it didn’t feel like we were moving.

“I think, in a few years, we’ll look back at what we’re doing with IT right now,

“and we’ll realize we were moving at a high rate of speed.”

For me, I can already look back and see how far we've come, and how fast we've been moving.

I don't know if you can do that yet.

And it's okay right now for you to be too busy flying the plane to think about how fast we're moving.

But rest assured, your leaders see it.

For the past 8 months, there are two things I end up talking about everywhere I go.

One is the budget.

And that the world in which we could get a plus-up in funding for every new threat or new requirement is gone.

That simply isn't our reality anymore.

But along with that, DNI Clapper has told Congress that we're not going to shave a little off the top of every program at every agency every time we need to cut.

Yes, we need to find efficiencies, but going forward, when we need to cut, we will *stop* programs or even cut entire capabilities.

And we will do *less* with less.

The second thing I always talk about, or that I'm always asked about, is the your work.

I've told every group I've spoken to I-C-I-T-E is *real*, and is going to change the way we do business.

Of course, nothing is real in DC until it has a catchy acronym, but now you have that covered with “Eyesight.”

More importantly, for at least 8 months, I’ve been telling the Intelligence Community that Eyesight is *real* because you,

- our CIOs and our IT experts,
- sat down together, and you thought and *acted jointly*.

You analyzed the facts to understand the implications of your decisions, and then you moved quickly.

And just a year after you finished our initial study, we’re committed to Eyesight.

It’s built into the budget. We burned the ships, and we can’t go back.

We are absolutely committed to integrating the IT architecture across the community.

But when I’m discussing your work, I try to do some expectations management about how the process of you rocking our world is going to go.

We know that this will not – *will not* – be easy. Parts of it will be painful.

We’ll have to be ruthless about legacy systems, for instance.

Sunk costs won’t save programs.

And we’ll have to kill off programs that don’t fit the new architecture.

And after we go live, people are going to log in one morning, and their system is going to be slow, or it’s going to crash,

- and they're going to call you
- and they're going to append colorful metaphors before the word "Eyesight,"
- and they're going to let you know what they really think about "progress."

But those things are part of our growing pains.

And the truth is that Eyesight is feasible, it's worth it, and the status quo was not going to take us into the big data, integrated operations capabilities we need to confront the world we're facing.

We started this effort to save money, but we'll see it through primarily because it will better integrate the IC, and it will make us more agile and better prepared to meet a spectrum of threats.

And I think Eyesight is part of the new *innovation curve* we're working toward.

Last week, I spoke with the program managers out at NRO, who are building our future overhead architecture.

I told them they already knew they need to get on a new *budget* curve.

But what the community really needs is for them to stay on a new *innovation* curve.

We have to think and act differently, because our nation's threats have changed.

For the decades we were going head to head with the Soviets, we were able to simply outspend and out-innovate them to stay ahead.

But now, we have to deal with Russia and China growing impressive technical capabilities, while we keep Iran and North Korea in check, and keep an eye on the Arab Spring.

We've got to continue pressing the fight to Al Qaeda and all its franchises, and our leaders expect us to know what's happening in places like Syria and Libya as well.

And we can't forget about places like Cuba and Venezuela, which aren't making much news at the moment, but where governments don't really have our best interests at heart.

A few weeks ago, Director Clapper publicly said we're facing the most diverse set of threats he's seen in his 50 years in the IC.

We don't have that single determined foe to compete with, like we did with the Soviets when *I* joined the IC.

And particularly going up against the terrorists, being bigger and more sophisticated won't help much.

So instead, we've got to be *quicker*, more *agile*, and we've got to work as an *integrated community*.

For the past 8 months, I've been holding up your work as 1 way in which we're moving in that direction, tracking along a new curve.

One of the greatest things you're doing with Eyesight is positioning data to be shared.

The shift to data centrality ...

- where the *default* is to create data layers and to tag data to a set of agreed upon standards ...
- This will have tremendous positive impact on mission.

We won't have to wait for months while someone – probably one of you – struggles to build another stovepipe system to make data available to any new users.

And that's an incredible step.

I've referred to work you've done before Eyesight as the "MacGyver approach."

You stitched together *at least 5* separate networks from the Big 5 agencies.

It took carefully negotiated firewalls, creative initiatives, and liberal applications of IT duct tape and baling wire.

But you made it work.

And you enabled the IC to reinvent itself after 9/11.

But Eyesight will truly integrate the community at a fundamental level.

And the framework you're building will actually make it easier for future "MacGyvers" to adapt our infrastructure you're building.

You're building flexibility into the system so that we can surge or adapt capabilities to meet future mission needs we haven't considered yet.

Another key benefit of Eyesight is the potential to enhance *Continuity of Operations*.

With a single environment across the IC, we can ensure we have the same services available at our primary and alternate facilities.

So that we can execute our missions during disasters and crises without a drop off in capabilities.

(b)(3) [REDACTED] office and the National Intelligence Emergency Management Activity are co-directing a review

- to assess Eyesight's operational capability, availability, and resiliency to support IC missions during continuity events.

And we'll feed the results of the review into the mission requirements for Eyesight to support community COOP capabilities.

From a technology standpoint, that's a very good data point along that new innovation curve I've been talking to the community about.

But I want to remind you of something else the Deputies panel said 8 months ago.

(b)(3) [REDACTED] told you, and this is a quote, "Technologically, you can do all this. Cultural change will be hard."

And Betty Sapp said, "Yes, technology miracles are the *easy* part."

[pause]

So we've got a good start toward the *easy miracle* part of Eyesight.

The hard part, the cultural change, will start over the next few months as we get test users up and on the system.

It's going to be interesting to see what users do when they can easily share data,

- when their data is already positioned to be shared
- when they can easily communicate with users in other agencies

- and when their system capabilities on Monday are a lot more like what they have at home on Sunday.

I think this is another time when we're lucky that 60 percent of our workforce joined since 9/11.

There are a lot of IC employees out there who expected our systems to have those capabilities when they joined.

I'm hopeful that those newer people will take this technology and run with it,

- and that they'll drag us dinosaurs along with them,
- hopefully without too much kicking and screaming.

Beyond that, the reason why I'm here today ...

- and why Tish Long is coming this afternoon,
- and why all of your agency directors and deputies are selling your work to the workforce and our oversight committees

... is so if you come across a policy problem that's holding back cultural change, we can step in and clear those barriers.

So that's the challenge ahead of us for changing the culture of how we integrate intelligence work across agencies and throughout the IC.

But I also want to mention how Eyesight is changing the way we acquire IT.

For someone like me who has spent a lot of time with technology and big acquisitions, it's a really interesting side effect of your work.

The traditional model for providing a new capability is to identify your new requirements, invest a lot of money, and build it yourself.

In the private sector, they call this a “Capital Expense.”

Not only is that inefficient, but that’s how we end up with stovepipes.

What you’re doing instead is blowing right past what companies call “Operational Expense” to something more like “Mission Expense.”

In an OpEx model, you don't have any capital investments. You basically pay for services that someone else provides

Some would call this outsourcing.

So we’re doing that as we transition to Eyesight, but that's not where I believe we'll end up.

I think we're heading to a model where *mission* will ultimately control the expenses.

All of our infrastructure becomes a service that expands and contracts according to mission needs.

Mission will pay for how much of that elastic infrastructure they need, according to the kinds of data-rich applications they build to run on top.

And it will be your job to ensure that mission builds those apps to IC standards, and that we don’t duplicate capabilities.

You all need to be preparing yourselves for that future - a future where you’ll be operating higher up on the stack than you have in the past.

Your work here is doing a lot more for the community than just building a common IT backbone.

You’re energizing the spinal cord of our entire nervous system.

You're enabling mission partners to create new capabilities and to share them across the IC.

And you are driving positive cultural change on a new innovation curve for the community.

I love that you're now calling our new IT architecture "Eyesight."

Because this is going to enable creative and ambitious intelligence officers to drive mission and realize the *vision* of an integrated community we've talked about for decades.

I really hope you find your work as exciting as I do.

Thank you. And thank you for the great work you do.

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PDDNI – CFC Closing Ceremony – Dec 13, 2012 - 3:30 pm

Thank you [REDACTED], NCTC COS

(b)(3)

And thank you [REDACTED] for coordinating our CFC campaign.

We've had fun and managed to blow right past our goal again this year.

Our goal was to raise 160 thousand dollars for some very worthy causes.

And as of this morning, we've raised 264 thousand, more than 100 thousand beyond our goal.

I'm truly impressed by the generosity of the ODNI staff.

You demonstrate service to our nation every day.

And your generosity every year with CFC shows just how well you understand that you can make a difference in communities other than the IC.

The other great thing about CFC is that so many people in this office see fundraising as an excuse to have fun.

This year, we had ...

- The annual cutest pet competition
- A "pet the dog" contest
- Oktoberfest
- A taco sale
- A book sale
- A bake sale
- A hot dog sale

- Cheese and wine tastings
- Silent auctions, including the holiday basket auction

And I had the chance to make and serve pancakes and waffles in the Tech building.

So every single one of our events revolved around either food or a competition.

That tells me a lot about this organization too.

Also, somehow, SRA managed to get me to play golf out in the courtyard.

Story: Playing golf

(b)(3) But ██████████ says I did very well.

In fact, she said I had the *high score* of the day.

And it was a good opportunity to relax and socialize with everyone. As Jack Lemmon said, “If you think it’s hard to meet new people, try picking up the wrong golf ball.”

I also learned that it’s important to have more than one club in your golf bag. As Craig Stadler once said, “Why am I using a new putter? Because the last one didn’t float too well.”

And finally, I learned the wisdom behind one of Mark Twain’s favorite sayings: “Golf ... is a good walk spoiled.”

So this ceremony marks our last official event for CFC.

And we won't be advertising CFC anymore after today.

But the CFC website will still work, and people can still contribute *electronically* until January 9.

(b)(3)

So I want to make one last appeal to the competitive spirit that my golf foursome demonstrated, and so did the components in [REDACTED] story about Penny Wars.

Last year, we raised 304 thousand dollars.

That marked the 7th year in a row, every year since ODNI stood up, that we've raised more money than we did the year before.

And we're tantalizingly close to taking that streak to 8 years.

We're just 40 thousand short.

Raising 264 thousand dollars in an organization this small is still incredible, particularly since

- we're in tough financial times,
- we've been under a hiring freeze for more than a year
- and the CFC advertising campaign ran a week shorter this year.

But I want to give everyone one last reminder that if you haven't logged on to contribute, you still can.

Thank you for your generosity.

(b)(3)

And particularly, thank you [REDACTED] and thank you to the keyworkers across all our components for the great job you did with this year's events and fundraising drive.

Thank you.

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PDDNI – Martin Luther King, Jr. event, Jan 23, 2013, 10:30 am

Good morning everyone.

50 years ago this August, hundreds-of-thousands of people from all walks of life marched through the streets of Washington, calling for civil and economic rights for all Americans.

The event culminated at the Lincoln Memorial, where Dr. Martin Luther King, Jr. delivered his famous, “I have a Dream” speech.

He opened the speech by noting that “5-score” years before, President Lincoln had issued the Emancipation Proclamation.

As the crowd stood, riveted by Dr. King’s words, he spoke of the need to make the justice Lincoln had envisioned, “a reality for all of God’s children.”

And he laid out what we needed to do as a nation to bring about that justice.

He was wrapping up his remarks.

Was about to issue his call to “let freedom ring” from every mountain and molehill across the nation.

And a woman standing just behind him yelled out, “Tell them about the dream, Martin!”

Dr. King looked up from his script, and said what was in his heart, what he’d been telling church and assembly hall congregations for years.

He said he had a dream.

And he described a nation in which diverse people could live together in harmony.

And in which his 4 children would be judged, “not by the color of their skin, but by the content of their character.”

Now, two-and-a-half-score years later, here we are, celebrating the ideals that Dr. King championed.

This year’s theme for commemorating Dr. King’s birthday is “50 Years of Reflections.”

So we’re starting this morning by looking back at his legacy and how we got to where we are now as a nation.

But I think we have to follow his example and look at where we are *now*.

And to talk about the *future* and about what we can do to impact what that future looks like.

- And how we can make America a safer, and a better nation.

We have come a long way as a nation and as an Intelligence Community in 50 years.

But of course, we fall short of living in the world of Dr. King’s dream.

I think, if you look around this room, or if you look around at most of the meetings you attend, you will find diversity ...

- More than what the IC had 50 years ago.

But you’ll also see that our demographics still don’t fully represent the population across the United States ...

And we look even less like the populations of the areas of the world we spent most of our time looking at.

So we need to do better.

Because for the IC, having a diverse workforce is more critical than it is for the federal park service or your local DMV.

Our job is to observe and investigate our world and to assess and analyze how what we see impacts our national security.

It is critical that we employ people with different backgrounds and experiences, people who think differently about the problems we face and the intelligence we collect.

Throughout my career, I've tried to hire people who look and think differently than I do.

And having diversity in the people around me has helped to show me the blind spots I have in my own experiences and ways of thinking.

[Personal story about diversity]

We need an agile workforce with a variety of skills, cultures, experiences, backgrounds, and languages ...

- ... to prevent blind spots in the intelligence products we provide to decision makers.

Director Clapper and I spend a lot of time talking about intelligence integration.

And he's said several times that the goal is not to turn the IC into "one big, bland bowl of oatmeal."

The goal is to celebrate the differences among the agencies, and among employees throughout the IC.

And to bring together those strengths from all across the community and apply them against our toughest community problems.

We have to continue our efforts to recruit and promote a diverse workforce

- And improve on our efforts
- Because we should try to meet Dr. King's challenge to "make justice a reality" for everyone.

And also because we need a diverse workforce, celebrating our different strengths, if we're going to make intelligence integration work.

So this year, the DNI and the Directors of all 16 IC elements signed a joint statement on their collective commitment to equal employment, diversity, fairness, and inclusion.

And we are now incorporating your comments into a final version of our first ever ODNI Diversity and Inclusion Plan.

The plan is linked to the ODNI Strategic Plan and Human Capital Annex and IC wide strategy documents, including

- the National Intelligence Strategy
- the IC Strategic Human Capital Plan
- and the IC EEOD Strategic Plan

We also linked it to OPM's new Government-wide Diversity and Inclusion Plan.

We stood up our first ODNI Senior Diversity and Inclusion Council, and we appointed each member to "own" one of the five goals in the plan.

- I have the lead for Goal One: Leadership and Accountability
- ██████████, the Chief of Staff for NCTC, has the lead for Goal Two: Workforce Planning
- (b)(3) Maja Lehnus, the Director of NCPC, is the senior champion for Goal Three: Recruitment, Hiring, and Retention
- ██████████, the Deputy Director of ONCIX, is the owner for Goal Four: Career Development and Advancement
- And Alex Joel, our Civil Liberties Protection Officer, has the lead for Goal Five: Equal Employment Opportunity and Inclusion

When we presented our draft diversity and inclusion plan to OPM.

They held it, and us, up to the other 55 agencies who submitted plans as a "best practice" ...

- primarily because of our Career Advisory Boards and the Civilian Joint Manning Document.

I believe our plan shows how far we've come and that we're not content with where we are now.

We'll continue to do better at building a diverse workforce, with a wide set of complimentary strengths across the IC.

And we'll continue to push that workforce to operate together, to integrate their strengths.

Because our nation depends on us to do so.

In Dr. King's final speech, the night before he was assassinated, he told a church congregation in Memphis that he had been to the mountaintop and had seen the other side.

Knowing the threats against him were growing more serious, he urged them to keep working, no matter what happened to him, saying,

Let us rise up tonight with a greater readiness.

Let us stand with a greater determination.

And let us move on in these powerful days, these days of challenge to make America what it ought to be.

We have an opportunity to make America a better nation.

We may feel at times that our challenges here at ODNI with budgets and oversight roles are more pedestrian than what Dr. King was facing.

And we may feel overwhelmed at times with our IC challenges against what Director Clapper has called "the most diverse set of threats he's seen in his 50 years of intelligence work."

But I think Dr. King's words in Memphis apply directly to the work we take on every day.

It falls to us to make America safer, and a better nation.

I'm proud of you and the direction you are taking as a workforce.

Please don't ever forget just how critical your work is, and that the things that make you different are what make you valuable.

It's from our diversity that we draw our strength.

Thank you.

Now, I'm very happy to introduce a panel of ODNI seniors, each of whom has a wealth of experiences that illustrate the importance of diversity.

I'm looking forward to hearing from them.

- Kshemendra Paul, Program Manager, Information Sharing Environment
- Rich Fravel, Assistant DNI for Policy and Strategy
- Maja Lehnus, Director, National Counterproliferation Center
- Alex Joel, Civil Liberties Protection Officer

(b)(3)

- [REDACTED], Chief for Global Contingency Operations on rotation at DIA

###

PDDNI – IC CIO Townhall, Feb 27, 2013, 9:30 am

(Candid discussion with IC CIO: 125 gov & contract employees)

IC ITE

Thank group for their work with IC ITE

- Continues to progress with new service provider assignments
 - NRO as network service provider
 - CIA/NSA for Identity, Authenticity & Authorization (IA&A)
- Aligned FY14 budget for IC ITE
- IC Leaders continue to support
- “It’s not just IT, but mission & business as well”

IC ITE = DNI’s priority initiative

- Because it fundamentally supports Intel Integration

***Cardillo heading up **mission users group** to study how IC ITE relates to future missions

Intelligence Integration

9/11 Commission quote

“The agencies **cooperated**, some of the time. But even such cooperation as there was is not the same thing as **joint action**. When agencies **cooperate**, one defines the problem and seeks help with it. When they **act jointly**, the problem and options for action are defined differently from the start. Individuals from different backgrounds come together in analyzing a case and planning how to manage it.”

- *Intelligence Integration = prerequisite for “joint action”*

- Intel Integration has been DNI's vision since he started
 - It's the direction for the future IC
 - IC ITE takes it to next level
 - If stop now: federated capabilities, not integrated community
- ODNI leads integration, does not execute mission
- Discuss NIMs and UISEs
- Budget now driving integration across enterprise
 - That's how IC ITE got started

Sequestration

Next stages of ODNI Workforce

- Defining core career occupations
- Workforce strategy – what look like in 5 years
- Joint Duty Assignments
- DNI Corporate board – at least ½ cadre with long-term stake
 - Develop next generation to sit at that table
- Not tinkering with CABs – need stability

###



OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE
Public Affairs Office

LEADING INTELLIGENCE INTEGRATION

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**Remarks as prepared for delivery by
The Honorable James R. Clapper
Director of National Intelligence**

ODNI 8th Anniversary Town Hall

Monday, April 22, 2013, 10:00 a.m.

Liberty Crossing I Auditorium

DRAFT #2.1, as of 22 Apr 0930 hrs

(1250 words, ~10 min.)

Thank you for being here this morning to
celebrate our 8th anniversary.

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ODNI 8th Anniversary, 22 April 2013, DRAFT #2.1 as of 0930 22 Apr

It's hard, in the midst of debt ceilings and sequestration -- of attacks in Benghazi and explosions in Boston -- and in the middle of doing our daily jobs, coordinating across 17 intelligence organizations -- to see just how far we've come as an IC in 8 years.

Today is a great opportunity to look back at what we've accomplished and how far we've come as a Community.

There's a lot to be proud of, and I want to take a few minutes to talk about it.

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ODNI 8th Anniversary, 22 April 2013, DRAFT #2.1 as of 0930 22 Apr

If you walk around LX, you'll see posters that spell out our mission: the ODNI "leads intelligence integration."

We might pause here today to think about what that means, in the context of where we came from.

Most of you have probably read the 9/11 Commission Report.

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ODNI 8th Anniversary, 22 April 2013, DRAFT #2.1 as of 0930 22 Apr

The commissioners graphically describe the summer before the attacks as, “the system was blinking red.”

I want to read a passage that I think nails our shortcomings as a community.

This is a passage Stephanie likes to reference.

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ODNI 8th Anniversary, 22 April 2013, DRAFT #2.1 as of 0930 22 Apr

The Commissioners wrote:

- “The agencies cooperated, some of the time.
- “But even such cooperation as there was is not the same thing as joint action.
- “When agencies cooperate, one defines the problem and seeks help with it.

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ODNI 8th Anniversary, 22 April 2013, DRAFT #2.1 as of 0930 22 Apr

- “When they **act jointly**, the problem and options for action are defined differently from the start.
- “Individuals from different backgrounds come together in analyzing a case and planning how to manage it.”

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ODNI 8th Anniversary, 22 April 2013, **DRAFT #2.1** as of 0930 22 Apr

So what we now call ‘intelligence integration’ is what enables us to act jointly, not as a special condition, but as a matter of routine – no matter what the activity: collection, analysis, acquisition, programming, planning, policy, etc. – from the most mundane to the most dramatic.

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ODNI 8th Anniversary, 22 April 2013, DRAFT #2.1 as of 0930 22 Apr

We've developed capabilities to locate our adversaries, to get next to them with human assets, and to reach into their sanctuaries, observing, collecting, and extracting plans and intent -- exemplified by finding, fixing, and yes, finishing UBL.

Despite Hollywood depictions, that was a perfect example of integrated work across the Community.

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ODNI 8th Anniversary, 22 April 2013, DRAFT #2.1 as of 0930 22 Apr

Not to take away from the SEALs and the team that conducted the raid, but the truly amazing work was done in the IC -- when people and teams from each agency worked together with a singular focus.

The intelligence work that led to that operation was truly the “joint action” that the 9/11 Commission said we were capable of.

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ODNI 8th Anniversary, 22 April 2013, DRAFT #2.1 as of 0930 22 Apr

Here at ODNI, our NIMs are leading community planning with unifying intelligence strategies. They integrate collection, analysis, and CI.

Our Centers – NCTC, NCPC, and NCIX – are leading the integration of resources from across the community in each of their functional areas.

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ODNI 8th Anniversary, 22 April 2013, DRAFT #2.1 as of 0930 22 Apr

I particularly have to recognize the great work NCTC has done in the past week, working with the FBI and Boston Police Department.

The White House has designated NCTC as the lead to integrate all government “touches” with the bombers, and they have done a superb job.

Because of the great work from PE, foreign visitors seek to visit ODNI when they come to town.

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They lead our integration efforts via the DNI Rep programs, both foreign and domestic.

“Integration” is both horizontal and vertical.

CFO has done so much to integrate the NIP.

SRA has done extremely valuable studies across the IC, which have helped inform decisions.

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Our Policy and Strategy office has published many ICDs, which set policy framework for integration.

With IARPA, we've established a community center for "high-risk, high-payoff" science and technology research.

IARPA is working difficult community problems, from quantum computing to cyber security to putting scientific rigor behind forecasting world events.

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I could go on with the examples – but you get “the drift.”

A measure of this is that 60 percent of our workforce we’ve hired since 9/11 tends to look upon integration as a reality, not just as a distant vision of a perfect future.

I consider all these as ***ODNI wins***, because here, ***we lead intelligence integration***.

The Agencies now look to us for our leadership and our assistance.

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A few weeks ago, John Brennan spent his first official day as CIA director with us in LX.

Now, as I've told the Congress, we're looking at the most diverse set of threats I've seen in almost 50 years in this business.

And starting about 2 years ago, for the first time since 9/11, our budget started to slope downward.

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That isn't *necessarily* a bad thing, if we approach it as an integrated community, like we do other challenges.

We've worked this hard – as an integrated community.

And, a “big idea” for integrating the community emerged from our budget challenges: to integrate the disparate IT networks of each agency.

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We started the I-C I-T Enterprise -- which we're calling "Eyesight," a catchy acronym.

But we're seeing it through because it will better integrate the community, and promote security and sharing.

We have come a long way as a Community in 8 years.

And of course, we've done these things because we want to provide useful and timely intelligence to our customers.

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[Share something President has said]

Last week, the SSCI introduced bipartisan legislation to designate July 26 as 'U.S. Intelligence Professionals Day'

Senator Mark Warner said, "Our country will never know about the hard work of many of our quietly courageous intelligence professionals."

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ODNI 8th Anniversary, 22 April 2013, DRAFT #2.1 as of 0930 22 Apr

I want to share something General Mattis said last month in testimony to the Senate Armed Services Committee, a couple of weeks before he retired and stepped down as CENTCOM Combatant Commander.

He said,

- “In all my 41 years of active federal service, the intelligence I receive now has never been better, and my situational awareness is the best it’s ever been.”

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Now “Mad Dog Mattis” isn’t known as someone who says nice things just to be nice, and so that statement really means something.

And the next day, he sent me a note, thanking me for the work that the IC does and clarifying what he meant when he said that to the Senate.

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He wrote,

- “Jim, I meant every word of it, my friend. You and your far flung team have brought me to the top of my game and sustained me there throughout this tumultuous tour.
- “Our intel folks are a national treasure, and nothing has contributed more to the safety of our country than the sterling performance, rapid sharing, and clear display of the intel that you provide to me and all my commanders.

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- “As I depart active duty, you have my everlasting gratitude, having allowed us to unleash our combat power repeatedly at the right time and place.”

We, as a community, have come a long way over the past 8 years, and that has been, in no small part, due to the work of the people in this room.

Everyone here should be walking tall.

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The IC is doing what it should be doing, and ODNI is sought out and is driving positive change.

If you go out of here this morning and someone asks what you do at the ODNI, you should tell them that you “**lead intelligence integration,**” and they should know that your answer means something significant.

Thank you for the great work you do. I’m truly proud of what we’ve accomplished, and proud to be working with all of you. ###

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PDDNI – ODNI 8th Anniversary, April 22, 2013

(b)(3) Thank you, [REDACTED].

Good morning ODNI, and happy 8th birthday.

We've come a long way as a workforce in 8 years, literally moving all around the DC Metro area with stops at the Executive Office Building, OHB, Crystal City, Annapolis Junction, College Park, and our big migration from the DIAC in Anacostia to here in LX in 2008, followed by expansions to Tech and Maryland Square 2.

But we've also come a long way in defining who we are and what we do.

(b)(3) The agencies used to look at us only as, "blue flashing lights in the rear-view mirror," as [REDACTED] likes to say.

They don't look at us that way anymore.

I don't want to steal the DNI's thunder on what we've accomplished in 8 years, but I have to press the point ...

The Community depends on us more and more and seeks out our leadership and support.

And Agency Directors want the DNI's leadership; when there's a sticky problem, sometimes the only thing they agree on is that the DNI should make the decision.

Now, people want to come here on joint duty assignments, and agencies want ODNI cadre to come out on detail.

(b)(3) A few weeks ago, after the Acquisition and Facilities Awards ceremony, I was talking with [REDACTED] from NGA about his experience out here on detail.

(b)(3) [REDACTED]: with ODNI on his resume, people at NGA and elsewhere seek him out now]

That, to me, shows how far we've come in the eyes of the Agencies.

I think the change in how they view us stems from the culture we're developing here amongst ourselves:

- a culture of excellence and of leadership,
- and of wanting to find the right people in the Community for any issue and to help them work together.

In my 2 years at ODNI, you, the workforce, have pushed to have a stronger voice in determining the way we work and how we develop our culture.

You are pressing input through our OMBUDS office and through the MAG.

And today the ODNI MAG is launching a new website and blog to be more transparent and responsive in advocating for you.

We're in our second year of CABs, just wrapping up the process for GS-15s, and about to start the process for 14s and below.

We've tried to keep the CAB process steady over its first 2 years, and we'll be looking for your feedback to know how adjust.

We've come a long way in 8 years.

So this morning, we want to recognize 2 people as ODNI “Founders.”

These are people whose contributions were critical to laying the foundation of what it means to be the ODNI.

First is ██████████.

(b)(3)

██████████ established the DNI’s information sharing authority.

She took what were just high, flowing, ethereal words in the IRTPA legislation, and she brought them down to where the Community works and made information sharing real and concrete.

Along the way to doing that, she had to overcome resistance, even a little from the Agency I came from.

(b)(3)

But, much like our second “Founder,” ██████████ didn’t establish the DNI’s authority by demanding the agencies fall in line.

She influenced people through leadership, so that they saw that by following in the direction she was leading, the community would arrive at a place where we were more effective at protecting our nation.

(b)(3)

██████████, if you can please come up here, the Director would like to recognize you, and we would love to hear a few words about your experience here.

[Corin tells story]

Thank you [REDACTED], for sharing that story, and for everything you accomplished over our first 8 years.

(b)(3) Our second Founder is [REDACTED].

[REDACTED] also deserves a special place in the ODNI “Hall of Fame” because of “commanding,” rather than “demanding” respect and cooperation from the Community.

Her leadership established the DNI’s authority to control the Community’s resources.

(b)(3) Agency CFOs followed [REDACTED] lead because they saw her as an unbiased judge of what was best for the Community.

The trust she worked so hard to establish over our first 6 years has paid off in the past 2.

When we faced our first down budget cycle, Agency Directors and CFOs were willing to sit down together to discuss cuts.

They wanted the DNI to be the arbiter and referee, and eventually to judge and decide what was best.

And now, the Agencies look for the DNI’s leadership as soon as budget issues arise.

(b)(3) [REDACTED], if you can please come up, the DNI would like to recognize you, and please stay to share a few words about your experience.

(b)(3) [REDACTED] tells story]

(b)(3) Thank you [REDACTED], for sharing, and for contributing 8 years of your skill and passion to laying the foundation of the ODNI.

Next, Director Clapper would like to talk about how far the Community has come in the past 8 years, and so I'll turn it over to him.

###

PDDNI – Administrative Professionals Day, April 24, 2013

Good afternoon.

When the public thinks about the Intelligence Community, they think of big names and of star occupations.

But the truth is that none of us does our work alone.

At the root, we all depend on those who organize our offices and our work lives.

And don't discount the value of making sure we get paid.

But your influence on the community goes way beyond those simple things.

I'm a big believer in mentoring, and I've found that Admins provide some of the best mentoring in the community.

Sometimes it's answering simple questions like, "Who do I call?" and "How do we ...?"

That's "mentoring you can use."

And while directors and seniors come and go, the Admins are a constant and consistent, steady hand.

No one knows and understands the organization, the processes and personalities, better than you.

I've learned how Admins give direct orders to seniors, because those orders always start with, "Ma'am, I recommend ..."

At other times, Admin mentoring comes as strategic advice that comes from having a little distance and perspective, while holding everything I'm doing in her head.

A good Admin can let you know if you're overextended on an issue or if you're missing something that's important.

You are incredibly valuable.

And your work is critical to the Community.

And it's important, particularly in times like right now when we're up to our eyebrows in alligators, to stop and say thank you to the people who keep us focused on our mission of draining the swamp.

###

PDDNI – EOD Introduction – May 6, 2013



- Good morning, I'm Stephanie O'Sullivan, the Principal Deputy DNI ... like to shorten to P-Diddy
- DNI couldn't make it this morning; schedule is not always his own
- Asked me to represent him
- He still wanted to welcome you; here's the DNI, in his video he prepared as a back-up, for just such an occasion



Agenda

- History of the ODNI
- Role of the DNI
- IC Members
- Leadership
- Org Chart
- NIS
- Mission, Vision, & Goals
- Principles of Professional Ethics

-
- Now, I get to give you "DNI 101"

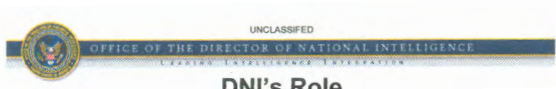


History of ODNI

- 9/11 Commission
- IRTPA passed, called for:
 - DNI to replace DCI as head of IC
 - NCTC, under direction of ODNI, to coordinate CT efforts across IC
- ODNI officially established

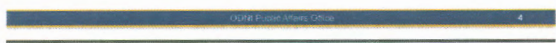
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- 9/11 Commission was bi-partisan look under Chairman Tom Kean (pronounced “Cain”), former NJ Gov; and Lee Hamilton, former US Rep from Indiana, on what went wrong.
 - Quote from report:

“The agencies **cooperated**, some of the time. But even such cooperation as there was is not the same thing as **joint action**. When agencies **cooperate**, one defines the problem and seeks help with it. When they **act jointly**, the problem and options for action are defined differently from the start. Individuals from different backgrounds come together in analyzing a case and planning how to manage it.”
 - You’ll hear and see that ODNI’s Mission is to “Lead Intelligence Integration”
 - *Intelligence Integration* is the *prerequisite* for what they referred to as “*joint action*.”
 - Commission report led to IRTPA, signed by Pres. Bush, Dec 2004
 - Most significant parts were:
 - Creation of DNI to be a truly “honest broker” of IC, since DCI job was too big
 - Creation of NCTC (also part of ODNI, and here at LX)
 - April 2005, ODNI was est.,
 - Amb. John Negroponte as 1st DNI
 - Adm. Mike McConnell in 2007
 - Adm. Dennis Blair in 2009
 - In the summer of 2010 Dir. Jim Clapper became the 4th
 - First office was in NEOB, then DIAC at Bolling AFB while LX-2 was being built

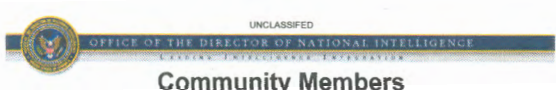


DNI's Role

- POTUS's principal intel advisor
- IC leader and integrator
- NIP manager



- DNI is first and foremost the principal Intel advisor to POTUS
 - Not officially member of Cabinet, but Cabinet-level position
 - Answers to POTUS, often works thru Nat'l Security Advisor
 - PDBs in Oval 5 days a week – usually DNI does Tues/Thu, DDNI/II does M-W-F; PDDNI is backup if others travel
- 2nd, DNI leads the IC – which was formerly the role of DCI
 - DNI Clapper feels that's his most important role
 - Tough change for IC, but no DCIA would want it back now
 - Lead, don't direct or micromanage agencies
- 3rd, he has the power of the budget (terms NIP and MIP)
 - Congressional oversight & budget – huge role in IC priorities
 - Easy for 10 years – always went up – priorities are key now
 - Now, Agencies want DNI to make hard choices



Community Members


- The DNI oversees a 17-element Intelligence Community




- 16 components, plus ODNI
- 15 answer to a Cabinet member; 8 in DOD
- CIA, is a separate agency w/ a special relationship with POTUS
- "Big 5" agencies only do Intel: CIA, DIA, NSA, NRO, NGA
- "Big 6" includes FBI, also a huge agency
- Other 10 are Intel subcomponents of larger organizations

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OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE
LEADERSHIP: INTEGRATION & COOPERATION

Current Leadership



James R. Clapper
Director of National Intelligence
- Sworn in Aug. 9, 2010



Stephanie O'Sullivan
Principal Deputy DNI
- Sworn in Feb. 28, 2011

ODNI Public Affairs Office 6

- DNI Clapper is now longest-serving DNI
- Quiz: Who's the other person in this slide?
[Story – answer ad, end up in ONI ... then CIA]
- Proud - IC in Top 10 places to work (currently #2 behind NASA)

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OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE
LEADERSHIP: INTEGRATION & COOPERATION

Organization Chart

Leadership

Director (DNI)
Principal Deputy Director (PDDNI)
Chief Management Officer (CMO)

Core Mission
Intelligence Integration (OI)

Integration Management Council (IMC) <small>Advises Intelligence Management (IM)</small> National Intelligence Council (NIC) <small>Member Integration (MI)</small>	National Counterterrorism Center (NCTC) National Counterintelligence Center (NCIC) <small>National Counterintelligence Executive (NCE)</small> <small>* Council of Intelligence Community Information & Technical Intelligence Programs</small>
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Enablers

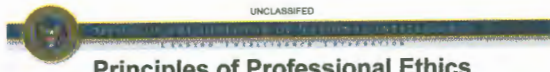
Policy & Strategy (PS) Public Engagement (PE) Acquisition, Technology & Facilities (AT&F) Systems & Resource Analysis (SRA)	Chief Human Capital Officer (CHCO) Chief Financial Officer (CFO) Chief Information Officer (CIO) Information Sharing Environment (ISE)
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Overseer

Systems Council (SC) Staff Offices and Policy Office (SO&PO) Public Affairs (PA)	Inspector General (IG) Office of Force Management, Readiness & Security (OFMRS) Legislative Affairs (LA)
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ODNI Public Affairs Office 7

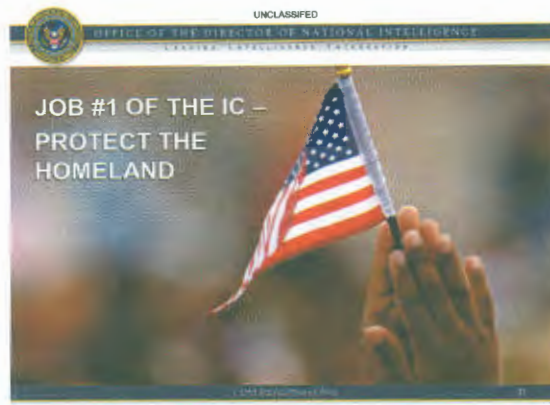
- Earlier version had names – now missing because of legalities (financial disclosure form requirements)
- Core Mission is Intel Integration – where the rubber meets the road
- “Enablers” integrate the efforts that support intel production



Principles of Professional Ethics

- Mission
- Truth
- Lawfulness
- Integrity
- Stewardship
- Excellence
- Diversity

- DNI also emphasized this in the video
- And you do have a "badge buddy" of this
- The idea came from CLPO
- Genesis was academic discussion – healthy debate – on:
 - Are Intel officers legit, distinct professionals, like doctors & lawyers?
 - Are we ethical if engage in deception, stealing, even killing?
- Consensus was yes – we probably shouldn't have a code, but we can and should have principles of professional ethics



- Last, I want to tell you a little about Director Clapper personally, besides what you read in his bio:
 - He emphasizes Job #1
 - He grew up an Army brat (his father was Military Intel), including Eritrea (part of Ethiopia at the time) and Japan (Hokkaido)
 - Enlisted in USMC in 1961
 - First began in Intel in 1963, when commissioned into USAF (so he's got almost 50 years in IC, including a few years as a contractor)
 - Mostly SIGINT background, but also known as "The Godfather of GEOINT"
 - His wife, Sue, worked for NSA for a while, early on in their marriage
 - They have 2 grown children, and 4 grandchildren (the oldest just started college)

- He's humble and caring – e.g., unlike some others, he believes furloughs are the last resort
- He's 72, but he's still a gym rat
- Even though he's a retired Lt Gen, he hasn't worn a uniform in 18 years (since he retired in 1995), so prefers to be called Director Clapper or Mr. Clapper, not General Clapper
- I'll stop there, and I'd be happy to take your questions – if I don't know the answer, I promise to get back to you

###

Approved for release by ODNI on 12-30-2015, FOIA Case #DF-2014-00063

Ribbon Cutting Ceremony – 21 June 2013
NCTC Ops Center, 3:30 p.m.

- **Thank you, Matt**
- **I have to agree that the people who work here are what make this Ops Center exceptional**

- **I truly appreciate the invitation to be here today**
 - **to dedicate giving this outstanding team the tools you need**
 - **to continue to live up to the expectations you've set**

- **June 17 is, historically and symbolically, an appropriate day to open our new ops center**
- **On this day in 1631, Mumtaz [moom-TAHZ] Mahal died during childbirth**
- **Her husband, the Indian emperor, spent the next 17 years building her mausoleum**

- **The Taj Mahal [pause] is now widely-considered to be the pinnacle of Mughal [MOO-gul] architecture ...**
 - **It combines elements from Islamic, Persian, Ottoman-Turkish, and Indian styles**
- **So June 17 is significant, from an architectural standpoint**

- **From a “symbol-of-freedom” standpoint, on this day in 1885, the Statue of Liberty arrived in NY Harbor**
- **For more than 14 million immigrants over the next 4 decades, she was their first sight of the U.S.**
- **And she still stands as an icon of American ideals**

- **And from a “watching-cable-news-on-very-large-screens” standpoint ...**
 - **On this day in 1994, O.J. Simpson led a fleet of black-and-white police cars on a low-speed car chase**
 - **It shut down Interstate 405 in Los Angeles for 2 hours**

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- **Every network cut into primetime shows with national coverage of the chase**
- **NBC even cut away from Game 5 of the NBA Finals**

- **As a result, the White Ford Bronco became the cultural icon**
 - **Of sitting on the couch with a bag of potato chips**
 - **Watching “breaking news” for hours on end**

- **Of course, not implying that you just “sit around” doing anything**
- **You don’t**
- **The people who work in this center are always in motion**

- **You are constantly in contact with the community watch centers**
 - **And CT bodies, in their various orbits throughout our government**
 - **And with our foreign partners**
- **That's how NCTC has become a “center of gravity” in the fight against terrorism**

- **Of course, this Ops Center is an IC asset, beyond housing NCTC's watch team**
- **The FBI, CIA, NGA, and NSA each have a presence here**
- **As does my DNI Watch**

- **To my Watch team, let me just say, you've been way too busy lately**

- [pause]

- **You've done a great job of keeping my situational awareness sharp during a difficult few weeks**
 - **As situations have been so fluid, both here in DC and overseas**

- **That's the whole point of this Ops Center, and for all the entities that reside here**

- **You're all linchpins**

- **You're the crucial connection point for the entire community**
 - **The critical piece that keeps the wheel from slipping off of the axel**

- **With you, we move forward**
- **Without you, we fall apart**
- **With everything that's been going on the past few weeks ... it would be so easy to get caught up in the swirl and get lost in the chaos**

- **It would be easy to sit on the couch and get distracted ... watching the white Ford Bronco slowly rolling down the highway**

- **But for the last decade, focused people have worked in this room ...**
 - **Keeping Mission at the center of our work as these events whirl around us**

- **And we're long overdue in giving you the digital, mobile tools you need to do this critical work**
- **So I'm very happy to be here this afternoon to dedicate this space**
- **Thank you for everything you do here**

- **Thank you for bringing the community together around the CT mission**
- **And thanks for keeping me ... and our IC and national security leaders ... aware of situations as they unfold around the globe and around the clock**

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- **Now, if Matt will come help me with these scissors, we can cut this ribbon, and I'll get out of your way**
- **Thank you**

###

PDDNI – NCTC Symposium July 10, 2013

Good afternoon, everyone, and welcome.

I'm Director Clapper's Principal Deputy, the *P-D-D-N-I*.... I just like to shorten that to P-Diddy.

I hope everyone had a nice 4th of July holiday.

And thank you for spending the third day of Ramadan with us.

I'm very glad we're having this event, bringing together professionals from NCTC and across the intelligence community

- with our guests from privacy organizations,
- Arab and Muslim-American advocacy groups,
- and universities focused on national security topics.

Everyone here is passionate about what we do, and I think we all have the same goals: to protect our national security while protecting the rights of individuals and communities.

It's great that we can sit down together and try to better understand each other.

So let me give you a bit of my background.

Personal history:

- **Answer ad for ocean engineer, end up in IC**
- **Engineer for TRW, Navy, CIA**
- **Build technology, teams, organizations**

Here at ODNI, we *lead intelligence integration*.

That's why the 9/11 Commission recommended establishing ODNI and NCTC.

There's a misperception out there that "intelligence integration" means we want to make every agency look alike: have the same traditions, culture, and ways of doing business.

Or worse, that we want to create one giant intel agency with no limits on authorities or use of information.

But we very consciously treat agencies differently, partly to protect civil liberties and privacy.

Each agency has slightly different authorities and restrictions.

NCTC, for instance, is not allowed to conduct surveillance or investigate people.

And the truth is that we need each intelligence agency to keep the qualities that make it unique,

- because we draw our strengths from our differences
- and operate more effectively as a community of diverse agencies.

I've seen through my career that the same thing is true of individual employees.

We need diverse people with diverse viewpoints.

Partly that's true because ... as I know the Arab and Muslim-American leaders here have heard before ... we need people who speak unique languages and understand the cultures in the parts of the world we're most interested in.

In my professional experience with IC Technical Officers, ethnic and cultural diversity was as important as their technology expertise.

They have to *understand* what's happening – both with the technology they're handling *and* with the people with whom they're interacting as they work.

And they have to adapt or react appropriately when the unexpected happens.

Those are *critical* skills, and we're only going to be able to train people to a certain level.

That ability is simply going to come down to a lifetime of experience.

In a broader sense though, we need diverse viewpoints to broaden our perspective.

We face incredibly difficult problems, and we need a diversity of experience and thought to challenge ourselves to reach solutions, that we don't fall into the trap of all following the same thought patterns and then missing something we hadn't considered.

Because we value diverse experiences and thoughts, we value all types of diversity, to include of course race, gender, and ethnicity, but also physical ability, culture, heritage, sexual orientation, and gender identity.

We certainly value the diversity of thought in this room.

We want to meet with you so that we can increase transparency, try to build trust, and hopefully open the door to continuing engagement with you.

But events like today aren't just opportunities for us to brief you on what we're doing.

We get at least as much out of this as you do, because we get a chance to hear your perspectives on the world.

And we get to consider whether we have gaps in our understanding, where they might be, and how we can do better.

We want to know what concerns and ideas you have, and the challenges you and your communities are facing, because we need to trust each other as partners.

I said our goal here at the Office of the DNI, and at NCTC as a center within the ODNI, is to protect both national security and the rights of individuals and communities.

Over the past few weeks, our nation has embarked on a discussion of what it expects of its Intelligence Community and what things it will allow us to do for them in the name of national security.

The conversation began with a series of regrettable and costly leaks ... and skewed and sometimes patently false assertions about the programs that were leaked.

I'm glad we can have this conversation, particularly if we can discuss concepts that are difficult to explain or understand,

- like the fact that we as an Intelligence Community think about and care a great deal about civil liberties and privacy,
- but as we go about uncovering the secrets of foreign groups or nations that are acting against the interests of U.S. national security,
- we have to keep our own secrets.

It is very healthy for our nation to debate how preserving the civil liberties and privacy guaranteed to all Americans fits together with the need to protect the tools that help safeguard our democracy.

That's a conversation worth having.

To me, the most unfortunate aspect of this national discussion is the assertion that we, as a community, have disregarded the principles we took oaths to support and defend.

It was interesting that July Fourth fell in the middle of this discussion.

Independence Day celebrates adopting the Declaration of Independence, which contains the self-evident truth that "all men are created equal."

And every government employee in this building took an oath to support and defend the Constitution.

The work we do every day is grounded in and governed by the Constitution.

We constantly ask ourselves if our activities meet both the *letter* and the *intent* of our nation's founding documents and the laws that govern and bound our actions.

Alex Joel, who's co-sponsoring this event with NCTC, has been with the ODNI since a few months after the office was established.

His entire job, as Civil Liberties Protection Officer, is to make sure we protect the rights those documents lay out.

He reviews programs throughout the IC.

He offers guidance and advice for protecting privacy and civil liberties in the conduct of our activities.

And he hands out hundreds of copies of our founding documents every year to our staff.

I cannot imagine an intelligence enterprise as introspective about the Constitution and as committed to their obligations under law as we are.

It falls to the IC to make America safer, and it also falls to us to do what's right for America.

National Security and civil-liberties-and-privacy are not an either/or proposition.

Protecting both at the same time is a mission imperative.

This is especially important in our counterterrorism programs and activities, which you're here to discuss today.

I'm not going to go into detail on our counterterrorism efforts, because you've got the real experts here with you the rest of the afternoon.

Unfortunately, I can't stay.

I'm acting as DNI today while Director Clapper is away.

So even more than usual, my calendar is not my own.

But I believe I have time for one question.

One Q&A

Thank you all for coming today.

I need to step away, but I'm going to leave you with Matt Olsen.

Matt is just a few weeks shy of celebrating 2 years as NCTC director.

We're very lucky to have his leadership here at this vital Center.

And the IC has had a very interesting and productive past 2 years on the Counter-Terrorism front.

Matt, thank you for inviting me to kick things off this afternoon.

I hope you have some great conversations, and that everyone here gets a lot out of the next four hours or so.

Thank you.

###

PDDNI – Feds Feed Families – Aug 22, 2013 – 9:00 a.m.

(b)(3) Thank you [REDACTED], Exec Sec, for the introduction.

(b)(3) And thanks to you and to [REDACTED], DDII for leading our collection efforts.

(b)(3) You've built on the great foundation [REDACTED] laid for our Feds Feed Families program last year.

(b)(6) I also need to thank [REDACTED], here this morning from USDA.

(b)(6) [REDACTED] is the national director for Feds Feed Families, and I understand [REDACTED] personally connected with our ODNI volunteers.

I believe his phrase is, "We're fired up for Feds Feed Families."

(b)(6) And thank you to [REDACTED] and [REDACTED] from USDA,

- and to [REDACTED] from the Capitol Area Food Bank
- for driving out and making their way through security to be here this morning too.

(b)(6) [REDACTED] will coordinate distributing all this food and supplies to where they are needed.

And finally, thank you to all the 'fired up' volunteers here at ODNI and to everyone who donated.

We in ODNI have a great tradition of service to others, and August 22 is a significant date when it comes to helping those in need.

149 years ago today, in 1864, twelve nations signed the first Geneva Convention and established the Red Cross.

One of our local DC heroes, Clara Barton, was instrumental to getting the U.S. to ratify the treaty, and she served as the first president of the American Red Cross.

She also is largely responsible for the Red Cross expanding its mission beyond assisting those ravaged by wars, to also helping those devastated by natural disasters.

So the next time you're headed into the city and get stuck on Clara Barton Parkway ... you'll have something to contemplate ... other than the tail lights ahead of you.

She was a woman who thought on an international scale and acted locally to help those who were in need.

It's truly inspirational to work with so many people who, like her, serve our nation every day *and* help our local community.

In the D.C. Metro area, more than 600,000 people are at risk of hunger, including more than 100,000 children.

I can remember, years ago, when we used to run programs like this in November so people could have a nice Thanksgiving dinner.

This is so much bigger than one meal.

The reason the government runs Feds Feed Families during the summer is because those 100,000 hungry children can get meals through school programs during the school year.

But they rely on food banks for support during the summer, and so this is when the food banks run short.

The food we've collected here will go to Metro D.C. families through the Capitol Area Food Bank.

So this specifically will help those in our local community.

Thank you.

Your generosity every year, with programs like this and CFC, shows you understand how much of a difference you can make for our local community as well as the Intelligence Community.

And I love having this visual demonstration up here on the stage, of just how generous the ODNI staff is.

I've been here a few years now, and, having seen the way you respond to needs of outside communities, I truly believe this is the most generous workforce in government.

As small as we are, we've collected more than 15,000 pounds of food and goods, beating our best collection efforts from previous years.

That's 7 tons, people!

The other great thing about Feds Feed Families is that so many people in this office see this as an excuse to have fun.

We have extremely competitive offices, and we held contests to see who could donate the most food.

I'm beginning to expect this sort of thing around here, but somehow we tend to make food the reward for donating food.

Offices and employees managed to win:

- a dozen red-velvet cupcakes
- a pizza party
- fresh baked carmelitas

- ice cream
- and a food shopping spree at Costco

But my favorite competition was out at Maryland Square 2.

IARPA and DIA held a competition to create robots out of donated food.

Apparently both robots were spectacular, and no food was wasted.

So they're having a tiebreaker contest to see which tenant will bring in the most food before August 28.

We created IARPA to apply unique science and technology talent against critical needs.

This wasn't quite what we had in mind, but I'm glad we can identify needs and focus on meeting them.

In talking about service to others, Clara Barton said,

“Never think about whether you like it or not, or whether it is bearable or not.

“Never think of anything except the need, and how to meet that need.”

With that idea in mind, I want to thank our workforce again

- for your commitment to meeting the needs of our nation
- and for your generosity in meeting the needs of those close to home who are less fortunate.

(b)(3)

And particularly, thank you [REDACTED] and [REDACTED], and the keyworkers across all our components, for the great job you did with this year's events and fundraising drive.

I couldn't be prouder.

###

CFC Kickoff – 5 September 2013

10:30 AM – LX Cafeteria

- **Thank you Stephanie, O'Sullivan, for the introduction**

- **And thank you to everyone here for volunteering to help with this year's CFC**

- **Today is the first day of the Jewish new year, Rosh Hashanah**
- **And I want to wish everyone “Shanah Tovah” (SHA-nah TOH-vah), which is Hebrew for “a good year”**
- **Yesterday, I laid out to the Senate Foreign Relations Committee the intelligence we have on the Syria chemical weapons attack**

- **After spending too much time in the horrible details of that atrocity ...**
- **I'm very happy to be here this morning ... to talk instead about the good our office does for the world**
- **I agree with Stephanie**
- **Your generosity inspires me too**

- **These past few years haven't been easy for you**
- **But you've focused on the needs of other people ...**
- **Both in your work integrating the IC and providing critical intelligence to decision makers ...**

- **And with programs like CFC and Feds Feed Families**
- **Stephanie laid out just a few of the things we're working on here in our office**
- **I really wish we could strike the words "sequestration" and "furloughs" from the dictionary**

- ***Webster's* just added the words, “selfie” and “twerk”**
- **So I think we can afford to get rid of the “s-word” and “f-word”**
- **I want to thank the representatives of the 3 CFC charities who are here to talk about their work**

- **We actually have an ODNI connection with the Animal Welfare League of Arlington**

- (b)(3) **[REDACTED] ... who's here on joint duty assignment from CIA ... sent me a note that she'd adopted a beagle (named Otis) through A-W-L-A.**

- **She wrote,**
 - **“He was dropped off by an elder owner because he was ‘inconvenient.’**
 - **“He stayed at the pound for 3 months because no one wanted an 11-year-old dog.”**

- **But she adopted Otis, and she says, thanks to A-W-L-A, “He is 13 and very spoiled now!”**

(b)(3) ● [REDACTED] is in training today

- **But her story brings me to what has become a great ODNI tradition, one that predates my time here by several years**

- **Each year, our biggest CFC fundraising event is the “cutest pet competition”**
- **Employees submit pictures of their pets, and we vote on which is the cutest**
- **One dollar buys each pet a vote**

- **That sounds like a fun little event**
- **But it's deadly serious around here**
- **People openly lobby for their pets, running email and web campaigns, and plastering pictures of their pets on walls throughout LX**

- **We've even seen "table tents" here in the cafeteria with pet pictures and instructions on how to vote**
- **And last year, we had to have a discussion about whether consulting an outside marketing company was cheating**
- **Right**

- **Well, it's good to see we can harness our competitive streak and put it to use doing good in our community**
- **The “cutest pet” competition is one of the few fundraisers we do that doesn't involve food**

- **Last year year, we had ...**
 - **Octoberfest**
 - **A taco sale**
 - **A bake sale**
 - **A hot dog sale**
 - **A chili competition**
 - **Cheese and wine tastings**
 - **Multiple silent auctions for holiday food baskets**

- **And Stephanie had the chance to make and serve pancakes and waffles in the Tech building**

- **I also hear that SRA got Stephanie to play 9 holes of pitch-and-putt golf in the LX courtyard**

- **Stephanie, how did that go...?**

[pause]

- **So every single event last year revolved around either food or a competition ... or both**
- **That tells me a lot about this organization**
- **I love that so many people in this office see CFC fundraising as an excuse to have fun**

- **Believe me, I'm all for having some fun right now**

- **With that idea in mind, I want to thank our workforce again**
 - **For your commitment to meeting the needs of our nation**

- **And for your generosity in meeting the needs of those close to home who are less fortunate**

- **And particularly, thank you [REDACTED] (b)(3) and the keyworkers across all our components**

- **For volunteering to help with this year's events and fundraising drive**

- **I already wished everyone “Shanah Tovah” (SHA-nah TOH-vah), for the Jewish new year**
- **I’d also like to wish you all a good year for CFC**
- **Be generous, and have fun**
- **Thank you**

###

PDDNI – CFC – Sep 5, 2013 – 10:30 a.m.

(b)(3) Thank you [REDACTED], P&S and CFC chair, for the introduction and for leading our CFC efforts this year.

We, as a Community, have so much going on right now:

- Yemen terror threat
- Syria chemical weapons tragedy
- Egypt
- Snowden

With all that going on, each person here found the time and energy to help with this year's CFC.

Thank you. Thank you for your generosity.

Two weeks ago, I spoke at the closing ceremony for the Feds Feed Families program.

Our office, as small as we are, collected roughly *10 tons* of food for Metro DC food banks this summer.

That's incredible.

It's truly inspirational to work with people who understand how much of a difference you can make for our *local community* as well as the *Intelligence Community*, and who are that willing to give.

I said then, I truly believe this is the most generous workforce in government.

I stand by that assessment.

You've proven your generosity just by finding the time to be here this morning.

Besides all the operational things going on, we're also dealing with the budget and sequestration.

I wouldn't even mention the "s-word," but it has an impact on our ceremony today.

Because of its impact on people all across the federal workforce, and particularly because of furloughs, the national CFC leaders are not assigning donation goals to individual agencies this year.

I don't believe the lack of a goal will impact us, though.

Every year, our contributions have blown so far past our goal as to make the goal meaningless.

Last year, our goal was \$160 thousand, and we raised more than \$270 thousand.

We did that, even after a couple years of frozen federal salaries and an ODNI hiring freeze.

We did it because of your generosity, and your focus on making a difference.

There are 3 CFC charities here today to talk about the impact they have.

Fairfax Court-Appointed Special Advocates stand behind abused and neglected children who are placed under court protection.

- Volunteers there stand up for the fundamental rights of these children.
- They keep the kids most-at-need from falling through the cracks in the system.
- And sometimes an advocate is the only consistent figure in a child's life.

The **Animal Welfare League of Arlington** provides sheltering and animal-control services under a contract with Arlington County.

- They have a wide range of services for shelter animals and to help local people who encounter problems with their pets.
- And they work with other shelters to place animals where they have the best chance for adoption.

And finally, **Sustainable Harvest** supports small coffee farms on 3 continents, by investing in their coffee supply chain.

- They deliver consistent, traceable, quality beans to coffee roasters ... and fair reliable incomes to coffee producers.
- If you don't think that's a big deal, please consider the parts of the world where coffee is grown ... and the ways small farmers can be treated ... and the alternate crops they could be growing.

These are just a few of the thousands of charities you can contribute to, with your CFC donation.

So as we get ready to kick off this year's CFC campaign, I want to thank our workforce again

- for your commitment to meeting the needs of our nation
- and for your generosity in meeting the needs of our local communities.

(b)(3) And particularly, thank you [REDACTED], for everything you've done so far, and for the work you and your keyworkers will be doing in the next few months.

I couldn't be prouder. Thank you.

Now, I'm going to turn the floor over to the DNI.

I don't know if everyone realizes, but just a few weeks ago, Director Clapper passed the 3-year mark as DNI.

Sir, more than ever, we appreciate your steady hand on the helm of the community.

And thank you for finding time to be here this morning.

###

PDDNI – ONCIX All Hands – Sep 26, 2013

Candid discussion (Expect impending govt shutdown question)

DNI on Hill testifying in open hearing *right now*, DNI saying:

- Talking about programs wouldn't have discussed pre-leaks
- Way forward – 4 points everyone agrees on
 - Always protect sources & methods
 - Must help America understand what we do & why
 - Demonstrate commitment to civil lib & privacy
 - Avoid over-correcting or pulling IC authorizations
- Tumblr website – declassifying FISC judgments, TS docs
- ONCIX ongoing leaks damage assessment is critical

Snowden, Sequestration, Syria, etc., plus traditional threats

- Seems overwhelming
- We're in better position than 12 yrs ago on 9/11

CI and security in news more than in past

ONCIX work visible & seen as critical at very high levels

- Security clearance reform & shift to continuous evaluation
- Insider threat program
- Snowden-leaks damage assessment

DNI relies on ONCIX, appreciates great work

- Senior staff - keep coming back to Frank as go around table
- Thank you for hard work, don't always know how critical is

###

DDII All-Hands – 10 Jan 2012

LX-1 Auditorium, 2:00 pm

- Thanks, Robert – for letting me “crash” your party

- Great that you’re doing this quarterly

- 2011 was a tough year, as DDII simultaneously (without missing a beat)
 - Created DDII structure

 - Dealt w/ geopolitical crises & challenges

- 2012 has similar challenges ahead – plus we'll be facing them all w/ a smaller budget
 - Goal is to get ahead of those challenges

- With diminished resources, NIMs will play central role in advising me & IC leaders:
 - Where to make trade-offs

 - Where we can best accept risk

- Now, we're better-positioned, w/ the new structure complete, & UISs written
- We'll increasingly look to NIMs for collective decisions & recommendations on all IC issues
- Should also be interesting for them to start peer reviews of each others' UISs

*If you don't use anything else, DDII would like you to use **THIS card** – very important*

- NIMs, NIOs & PDB have gotten most attention
- But I'd especially like to tip my hat to those from former Collection & Analysis ...
 - ... Who came together to become MID
 - You're the ones with biggest change in organization, mission, & assignments
 - Appreciate your professionalism, optimism, focus on mission, & sense of humor

- Before Robert begins, just wanted to do 3 things:
 - 1) Say thanks for all you do – your hard work, dedication & sacrifices this last year
 - 2) Recognize [REDACTED], since we missed him at the last All-Hands
 - 3) And finally, give you a chance to talk to the head of the ODNI Complaint Dept
- So let's bring [REDACTED] up, then I'd be happy to take any questions, & hear any suggestions

(b)(3)

###

Global Coverage Major Issue Study mtg – 13 Jan 2012

LX-2, 5A-425, 12:00 pm

(b)(3)

- Thanks, [REDACTED], for opportunity to drop by for this group's last meeting
- Appreciate your personal leadership on this
- And I want to thank all here (Agency Leads) for 8 months of hard work on this study
- Like me, you've had to put up with the comedy briefing team of [REDACTED] & [REDACTED] – or [REDACTED]

(b)(3)

- They remind me of the geezers who heckle from the balcony on *The Muppet Show*
 - (Waldorf & Statler)
- They're old & surly before their time
- But in spite of all obstacles, your agencies have pulled off miracles in getting this data right
- Some of it was a bit outdated in the systems

- I believe Yugoslavia began disintegrating in 1991, & hasn't been a country since 2003

- So I think it was wise of you to consider the data from there as no longer valid

- In any event, thank you for the truly exceptional Community involvement

CIA, COCOMs, DIA, DoS, FBI, JS, NGA, NSA, NRO, ODNI, OSC, USD/I

- Data you collected provides unique insights to IC leaders, and to other national leaders

- So this effort needs to be not only sustained, but improved
- Which means we'll need continued support from your agencies & departments
- So thanks in advance for committing to developing a plan that replicates this great work

###

SRA All Hands – 29 Jan 2013

(b)(3)

– 1:00 pm

- Thanks, Roger
- And thanks to all of you, for your service
- SRA really helps me with my hardest decisions
 - Your thinking, analysis & even-handedness are phenomenal

Staying true to SRA's motto of *Cogitas ... Calculus ... Aequitas*

- I've said it many times – publicly & privately:
 - You are having a huge impact on the IC
 - “SRA represents the very essence on why the ODNI exists” from a letter you sent to them
- With Sequestration still on the table, & it looks like it's going to be a “the new normal” ...
- ... Making sure we have realistic requirements & affordable solutions is more important than ever

- Just wanted to let you know, your work is seen & used at my level, too
- I have a quick section-by-section breakdown

Systems Analysis

Global Coverage & the Cross-Intel Value Study:

- You really created phenomenal decision-aid framework

- For the first time since I've been in this business – 50 years – we now have an IC-wide view into:
 - How our resources are arrayed by geography & mission topic ...
 - And a sense of the relative value of different intel means
- It's already helped with soem key decisions (e.g., (b)(1) [REDACTED], etc..)

- And I plan to show it to Pres. Obama this spring, when he sets the next round of his intel priorities

CT Resource Study:

- This shined a big bright light on our CT resources
 - Including funding, & intensity of effort
- Thanks for identifying the big strategic choices we face as an IC

Facilities:

- I know from experience that anytime we look at facilities (e.g., BRAC), it's a contentious issue
- You put the important aspects on the table
- And that's going to let us look across the IC enterprise for efficiencies

Cost Analyses

Defense Clandestine Service:

- A year ago, your work helped spawn the DCS
- Now you're helping us understanding the costs & implementation
- Your cost team has gone beyond just providing an estimate

- You've even identified the key management levers to stand it up

Compartmented Cost Estimates:

- This year has already had several tough, one-of-kind cost estimates on sensitive programs
- Your cost team has shined on these, too
- I understand Stephanie O'Sullivan called you a "national treasure"

Evaluation

China Hard Targets Evaluation:

- The China Hard Targets SER set the example on executing & learning from hard target campaigns
 - You've taught the NIMs how to do this
- You've really used evaluations as “instruments of change”

Comprehensive Cyber Security Initiative:

- For the first time, we now have an IC-wide view of our progress on cybersecurity:
 - Across all fronts
 - And in areas that we'll need to emphasize:
 - Cyber R&D
 - And attribute-based technologies

- And those are just a few of the many examples that I could go on & on about

- One measure of your effectiveness is that it's not just me using your products for insight ...
 - The leaders of all the IC agencies regularly use & cite your work, to make decisions

- That's because of your approach to making sure the facts (good & bad) are on the table

- So, everyone in this room has a lot to be proud of
- You're part of something special
- And I'm very much looking forward to your efforts this year like:
 - Big Data
 - CT Finance
 - Cyber Manpower

- And the new round of strategic evaluations
 - Esp. the ODNI Streamlining one!
- Roger, you're leading an exceptional group of people, & you're doing it from the front
- Now I'd love to have a conversation

###

CFC Awards Program & Closing Ceremony

20 March 2012, LX-1 Auditorium, 12:30 p.m.

- (b)(3) Thanks, [REDACTED] [REDACTED]
- So, I hear we busted the 300,000 dollar mark, for the first time in ODNI history
- And we achieved a whopping 191% of our goal
- Seems like the perfect way to celebrate CFC's 50th Anniversary celebration of giving

- I've always had a soft spot in my heart for CFC
 - We both started service to the federal government in 1961
 - But the CFC has improved every year
 - While I, on the other hand, have just gotten older, & more follicly challenged
- I've seen dozens of CFC campaigns – in USAF, various joint jobs, DIA, NGA, USD/I

- I have to tell you, this is one's had the **most senior leaders setting the example** – participating in:
 - The Cha-Cha Slide
 - The Holiday Gift Basket
 - Dressing up in costumes
 - And the Senior Executive “Shadowing” Raffle
 - I often ask people what they'd do if they were King or Queen for a day

- Well, there's a political analyst here who invested in 6 tickets for \$20
- She will get to be "DNI for a day"
- Her name will be announced shortly – but I'll just tell you she's ...

➤ At NCTC

➤ In the Terrorist Travel Documents Branch

➤ And in the Weapons, Tactics and
Targets Group

- So once it's official, any new ODNI policy you want – make sure to find her

[PAUSE]

- You know, we really should have timed the order differently

➤ She could be up here speaking

[PAUSE]

- I'm proud of **all** our workforce for:
 - Your extraordinary giving, especially in the midst of some very financially difficult times
 - And your participation in so many different, off-the-wall events

- A special thanks to all the CFC **keyworkers** who were – no pun intended – the real **keys** to success

(b)(3)

- And of course, to [REDACTED], for a phenomenal job as our CFC Project Manager
- You all represented ODNI extremely well to the U.S. government
- And most importantly, we are going to genuinely help some people this year, who really need a hand

###

Administrative Professionals Appreciation Ceremony

(b)(3)

25 April 2012, [REDACTED], 2:00 pm

- Thank you, Stephanie
- I echo everything the PDDNI has said
- Although I'm not one to give "lengthy speeches, with long, drawn-out stories"
 - I "resemble" that remark

- It's undisputed that you all do a phenomenal job
- Your attention to detail in the IC is essential
 - You help ensure we don't make mistakes that could truly have Nat'l Security implications
 - Or as Stephanie put it: "acting stupid"
- And we honestly couldn't do it without you
- It's a privilege to work with you

- And to at least recognize today you with a few certificates & photos
- You deserve much more
- Thank you all – for your selfless service

###

ODNI Town Hall – 31 July 2012

LX-1 Auditorium, 2:00 PM

- Good afternoon – we ’ve only got an hour, so I’ll just speak for a few minutes
- Then over to Charlene Luebecker to talk IT
- (b)(3) [REDACTED] will cover workforce issues – specifically, going over a development calendar
- And then Stephanie O’Sullivan will join us, to wrap up with some Q&A

- Next week, I'll have been in this job 2 years
- I appreciate the hard work you all have done in that time
- I could list numerous successes in how ODNI led intel integration – let me mention a few:

- ~~(S/REL NATO)~~ [REDACTED]
[REDACTED]
[REDACTED]

(b)(1)



- ~~(S/REL FVEY)~~ [REDACTED]

(b)(1)

[REDACTED]
[REDACTED]

- ~~(TS)~~ **IC3E** – new pilot COI for highly compartmentalized programs
 - Going slow, but great new resource to collaborate
 - IMC, NIMs for South & East Asia
 - Going IC wide

- ~~(S/NF)~~ Countering Violent Extremism (CVE)
Group

- NCTC/DSOP lead
- More about preventing terrorism than countering it
- Coord: State, DHS, FBI, L.A. Sheriff's Dept
- Current priorities: [REDACTED]

(b)(1)

- PM-ISE is working w/ White House on new **national strategy for info-sharing & safeguarding**
 - Just released superb report to Congress on our progress
 - Still work to be done, esp. in safeguarding
- Should also mention recent **workforce successes**

- Esp. gratifying to see workforce so involved in the **CAB process**
 - Feedback is already driving future direction

- And even though we're in an age of fiscal austerity ...
 - ... Great to see new **non-monetary** ways to officially **recognize** people



- Last but not least, you all know I'm head of **Complaint Dept**
- We now have an official Complaint Dept **box**
[GETS WHEELED IN]
- So if you'd rather not "*Ask the DNI*" via e-mail, or in an open forum like this, here's a new way
 - We'll have these at _____, _____, and _____
- Anonymous – no cameras, no fingerprints



- Doesn't have to be a complaint
 - Can be other things you're just curious about
 - Or if you're really with something & want to make sure we keep doing it, let me know
- Now, I'll kick it over to Charlene

###



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(b)(1)

- ~~(S/REL FVEY)~~ [REDACTED]

(b)(1)

[REDACTED]
[REDACTED]

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 - Going slow, but great new resource to collaborate
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 - Going IC wide

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###



NCPC All Hands – 13 August 2012

(b)(3) [REDACTED] – 9:00 AM

- I really appreciate Maya inviting me here
- I'll be brief, then I'm looking forward to a conversation
- I know NCPC may be one of the smaller parts of ODNI, & smaller than your sister center, NCTC
- But we all know your mission – strategic oversight of CP/WMD community – is incredibly important

- That community counters potentially the most devastating threat in the world
 - And you don't get enough credit
- Just want you to know ... your work does not go unappreciated by me, PDDNI, & DDNI/II
- Maya does a great job making sure we're all regularly briefed on:
 - Your 9 campaigns against the highest CP threats

- Your strategies:
 - Big CP
 - Bio threat
 - Chem threat
 - Integrated uranium enrichment strategy
 - National interdiction strategy
 - Bio & chem strategies

- And your efforts to develop new strategic capabilities, like Diamond Sleet & Forsetti

- I'd be happy to discuss any specific questions you have about anything
 - I know budget is a concern, & Sequestration in particular is currently my biggest fear
- So with that, let's turn this into a conversation

###

USMC Birthday Ceremony - 7 Nov 2012

LX-1 Auditorium, 12:15 pm

- Thank you

- And thanks to the Marines from Marine Barracks Washington DC ...
 - For helping us commemorate another year in our Corps history

 - Outstanding job!

- As many of you know, my time as a Marine is important to me, & shaped who I am
- Though brief, it was profound & changed my life – just as it has each of you
- We Marines, young & old, share an unbreakable bond
 - A bond of shared sacrifice, courage, & *esprit de corps* – unlike any other fighting force

- And a bond of shared simple purpose: To fight & win our nation's battles
- Our Corps has changed in a few ways since the 51 years I first earned the Eagle, Globe & Anchor

SHARE ANY STORIES FROM 1961 ABOUT THINGS FROM YOUR USMC EXPERIENCE THAT MOST LIKELY HAVE **NOT** CONTINUED

- But in many ways, the Corps hasn't changed at all
- What hasn't changed ... is the pride every Devil Dog & Leatherneck feels on first becoming a Marine
- Or how it feels to live up to the words that became 1st Marine Division's motto under Gen Mattis:
 - “No better friend, no worse enemy”
- What hasn't changed ... is that Marines around the world, & throughout the IC, are standing watch ...

- They protect us against those who would do us harm, so our nation can rest securely
- What hasn't changed ... is the Marine Corps selfless & tenacious pursuit of mission accomplishment
- What hasn't changed is the heart & soul of our Corps
 - It's the same as half a century ago – and as it was 237 years ago

- These are men & women who are always ready:
 - To face adversity
 - To move to the sound of the guns
 - And to fight when needed, with hearts like lions

- What hasn't changed ... to borrow from the Commandant's Birthday message, is that:

- “America, more than ever, needs its Marines, as we confront a dangerous & unpredictable world”
- And, what will never change ... is that we Marines will remain *Semper Fidelis* – to Corps & country
- 51 years later, it’s an honor & a privilege to be able to work with:
 - Marine intel professionals like:

(b)(3)

■

[REDACTED]

(b)(3)

- [REDACTED]
- And my Marines here at ODNI ...
- Active duty Marines, like:

(b)(3)

➤ [REDACTED] at
NIM/East Asia

(b)(3)

➤ [REDACTED], in the NCTC
Ops Center

(b)(3)

➤ [REDACTED], at NIM/Near East

- [REDACTED] in Pursuit Group
- (b)(3) ➤ [REDACTED] in PE

▪ And Marines no longer wearing the uniform, like:

- [REDACTED] in DDII
- [REDACTED], leading MSD
- (b)(3) ➤ [REDACTED] in DDII
- [REDACTED] & in NCTC

➤ And my PAO, Shawn Turner

➤ To name just a few of the more than
60 here in LX

• I especially want to recognize the 3 Wounded
Warrior Marines we're honored to have at NCTC:

○ [REDACTED] may not be there – had surgery last week

(b)(3) ○ [REDACTED] (rhymes with “Bubba”)

○ And [REDACTED] – who just EOD'd here
two weeks ago

- They all survived serious injuries sustained in combat in Afghanistan

- I applaud them for choosing to continue the fight with us

- They represent the more than 13,000 Marines who've been wounded in OEF & OIF

- They're here to ensure the 1,213 Marines who paid the ultimate price there ... didn't do so in vain

- Finally, I want to recognize the 20,000+ Marines who are forward-deployed around the world today
 - From Kabul to Amman, from Tripoli to Sana'a, from the Philippines to NY Harbor
 - Away from our shores, & often in harm's way
 - But they're doing exactly what they joined the Corps to do:
 - Project our nation's power ... around the world

- Protect U.S. interests
 - And win battles, when called on to do so
-
- We thank them ... for their always faithful service
 - And I thank all of you, as well ... for the critical, often unsung, role that you play ...
 - You're at the intersection of **two** phenomenal organizations – the Marine Corps & the IC

○ Both of which are critical to America's long-term success

- So Happy 237th Birthday, Marines
- May we have many more together
- *Semper Fidelis!*

###

NCTC All Hands – 18 Dec 2012

LX-1 Auditorium – 2:00 pm

- Good afternoon – I asked Matt if I could open up your Town Hall today, for 3 reasons ...
- **First**, when it comes to dealing with Benghazi, I'd like to:
 - Publicly cite Matt's superb leadership & cool head in front of some hostile audiences
 - And to tell all you what a strong leadership team you have in Matt & Nick

- Additionally, I'd like to thank – by name – the team that worked on this multi-media presentation
- I know many of you responded to the attack, but I'm told the core Benghazi team was (in alphabetical order):

○ [REDACTED]

○ [REDACTED]

(b)(3) ○ [REDACTED]

○ [REDACTED]

○ [REDACTED]

Approved for release by ODNI on 12-30-2015, FOIA Case #DF-2014-00063

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

(b)(3)

○ [REDACTED]

(b)(3)

○ [REDACTED]

○ and [REDACTED]

- Thank you, all for a phenomenal job [*LEAD APPLAUSE*]
- **Second**, I want to emphasize that this effort is emblematic of the leadership role of NCTC ...
 - Both in the IC generally ...
 - And in the CT community specifically

- I absolutely regard it as a great testimony to the professionalism of all NCTC

- And third, I just want to thank each of you, for all you do
 - Hope you can enjoy the holiday season – you deserve it

 - And that you're able to take some time to be with family & friends

###

EOD Welcome – 28 Jan 2013

6B-105 – 2:30 pm

WILL BE PUT ONTO TELEPROMPTER

- Welcome to the Office of the Director of National Intelligence
- If you're watching this video now, that means my schedule went out of control

- Because normally, I like to come by and say hi to everyone on their first day
- Our greatest asset in the Intelligence Community is – by far – our people
- And there’s nothing more rewarding for me ... than being able to say that to you in person
- So, my apologies for being a “virtual DNI” right now

- I won't take up much of your time – I know you're getting the information firehose treatment today
 - And it's a lot to take in ...
 - So nobody wants to see me as a talking head ... going on and on
- But I would like to emphasize 3 things

- First, if you've come from elsewhere in the IC, you already know that the Intelligence Community is considered one of the top 10 places to work in the federal government
 - And if you're brand new to the IC, that should give you a good feeling
 - “You have chosen ... wisely”
From Indiana Jones & The Last Crusade

- The work you'll do here ... will be vital to the IC running smoothly, and staying a top place
- Second, take some time to really read the “Principles of Professional Ethics for the IC”
 - It's what I expect from each of you
- And third, please take some time to study our Mission, Vision and Values

- Everything we do is related in some way to leading intelligence integration for the community
- We're here to help the unsung heroes of this country – intel professionals – connect the dots
- That's our core mission – it couldn't be simpler
- But it's one of the hardest and most important jobs in this country

- So, no matter what position you hold here, if someone asks what you do ...
 - You can proudly tell them ...
 - You integrate critical U.S. intelligence from across the entire Community
- Because that's what we do
- Again, sorry I couldn't say all this in person

- One of the best things about my job is getting to take questions from the workforce
 - To find out what you'd do if you were king or queen for a day
 - So if do you have a question for me, take advantage of my “Ask the DNI” program
 - Either at a suggestion box, or online at the ODNI *Intercept* website

- I hope to see you soon around Liberty Crossing, which I think is a pretty phenomenal facility
 - Maybe at one of the cafeterias, the gym, or a town hall

- Welcome aboard
 - And congratulations on now being part of the ODNI team ...

- Where you're going to see ... how the sum is greater than the parts

###

(b)(3) [REDACTED] **Stop-by at NIM Council mtg – 21 March 2013**
[REDACTED] – 3:45 PM

- Thanks for the invitation to stop-by
- It's much more appreciated than my invitations from Congress – to stop-by there
- (b)(3) • I got the word this was [REDACTED] last NIM Council meeting, before retiring
- Just wanted to say how much I've appreciated [REDACTED] work here, & really his whole IC career

- It's been an amazing one, & our country has been the better for it
 - From Army MII, FAO, & Strategist
 - To CIA, ODNI, & NCTC
- [REDACTED] I know you've mentored many people over the years who've benefited from your professionalism
- (b)(3) One passed this on:
 - "My first week at ODNI, [REDACTED] told me this, and I've never forgotten it ...

- “If you meet a CT analyst over 40, odds are they used to be a Soviet analyst like me’
- ‘Think about that’”

- So, [REDACTED], you’re leaving behind a lot of wisdom – not just about the threat, but about ourselves

- And about how not to play golf

(b)(3)

- Somebody else told me a riddle yesterday: “What goes ‘putt-putt-putt’?”

- The answer is: [REDACTED] for a bogie

- But I do very much thank you for your phenomenal service to the IC, and to the country
- I wish you all the best, and I look forward to your formal retirement ceremony

###

Entrance on Duty (EOD) – Welcome – 8 April 2013

(b)(3) [REDACTED] – 7:30 a.m.

SLIDE 1 (TITLE SLIDE)

- Good morning
- I'm really glad my schedule worked out today to do this welcome myself
- Our greatest asset in IC is – by far – our people
- It's rewarding for me to be able to say that in person, instead of by videotape

- But tough, because my schedule is not always my own

SLIDE 2 (AGENDA)

- I get to give you "DNI 101"
- Here's what I plan to cover for a few minutes, then we'll go into Q&A

SLIDE 3 (HISTORY)

- 9/11 Commission was bi-partisan under:
 - Chairman Tom Kean, former NJ Gov
 - Lee Hamilton, former US Rep. from Indiana
- Led to IRTPA, signed by Pres. Bush in Dec 2004
- Most significant parts were:
 - Creation of DNI to be a truly "honest broker" of IC, since DCI job was too big

- Creation of NCTC (also part of ODNI, & here at LX)

- April 2005, ODNI was est., with Amb. John Negroponte as 1st DNI
 - Followed by Adm. Mike McConnell in 2007
 - Adm. Dennis Blair in 2009
 - Me in 2010

- First office was in NEOB, then DIAC at Bolling AFB while LX-2 was being built

SLIDE 4 (DNI'S ROLE)

- First & foremost, principal Intel advisor to POTUS
 - Not officially a Cabinet member, but it's a Cabinet-level position
 - Answer directly to POTUS, although often work thru Nat'l Security Advisor
 - PDBs in Oval are 5 days a week – usually I do Tues/Thu, DDNI/II does M-W-F; PDDNI is backup if we're both on travel

- 2nd, I lead IC – which was formerly role of DCI
 - I actually feel that's my most important role
 - Was a tough change at first for all IC, but no DCIA would even want that back now
 - I'm not a micromanager – I don't tell agencies what to do
 - I believe that's wrong way of doing business

- 3rd, I have power of budget (you'll hear terms NIP & MIP)
 - Was easy for 10 years – always went up – but priorities are key now
 - Congressional oversight & budget play huge role in IC priorities

SLIDE 5 (IC SEALS)

- 16 components, plus ODNI

- 15 answer to a Cabinet member
- Last one, CIA, is a separate agency w/ a special relationship with POTUS
- 8 are in DOD
- "Big 5" agencies that do nothing but Intel: CIA, DIA, NSA, NRO, NGA
- "Big 6" includes FBI, also a huge agency
- Other 10 are subcomponents of larger organizations that do more than Intel

SLIDE 6 (PICS OF DNI & PDDNI)

- I'm now longest-serving DNI

- Felt it important to have #2 from CIA
 - She's an engineer, with S&T background

 - She acts as COO

 - She focuses on career development & organizational culture

- Most of you have come from elsewhere in IC
 - You already know that IC was considered one of Top 10 places to work in Fed Govt
 - (#2, behind NASA)
 - Those brand new to IC, that should give you a good feeling
 - “You have chosen ... wisely”
- The work you’ll do here ... will be vital to IC running smoothly, & staying a top place

SLIDE 7 (ORG CHART)

- Earlier version had names – now missing because of legalities
 - (Financial disclosure form requirements)

- What's important is that our Core Mission is Intel Integration – where rubber meets road

- Everyone else is here to Enable it, or provide Oversight

SLIDE 8 NATIONAL INTEL STRATEGY – NIS)

- Intel counterpart to NSS & NMS, needs to actually come first
- This can be found online, on our Unclassified website

SLIDE 9 (MISSION/VISION/GOALS)

- Please take some time to study our Mission, Vision & Goals

- This is our elevator speech – posted all over LX
- “Badge buddies” of this are currently in system for a reprint (they’re popular)
- Everything we do is related in some way to leading intel integration for IC
- We’re here to help the unsung heroes of this country – intel professionals – connect the dots

- That's our core mission – couldn't be simpler
- But it's one of hardest & most important jobs in this country
- So, no matter what position you hold here, if someone asks what you do ...
 - You can proudly tell them you integrate critical U.S. intel from across IC
 - That's what we do

SLIDE 10 (PRINCIPLES OF PROFESSIONAL ETHICS)

- And you do have a "badge buddy" of this – our Principles of Professional Ethics
- I expect you to take some time to really read
- Idea came from CLPO
- Began with academic discussion – a healthy debate – on:

- Are Intel officers a legit, distinct profession, like doctors & lawyers?
- Are we ethical – with some who engage in deception, lying, stealing, even killing?
- Consensus was yes
 - We probably shouldn't have a code (law)
 - But we can & should have principles of professional ethics

SLIDE 11 (US FLAG)

- Last, here are a few things about me personally, besides what you may have read in my bio:

- I emphasize Job #1

- I grew up an Army brat (dad was Military Intel)
 - Incl. Eritrea (part of Ethiopia at time) & Japan (Hokkaido)

- Enlisted in USMC in 1961

- First began in Intel in 1963 when commissioned into USAF
 - (So, almost 50 years in IC, including a few as a contractor)

- SIGINT background, but also known as “Godfather of GEOINT”

- Wife, Sue, worked for NSA for a while, early on in our marriage

- We have 2 grown children, & 4 grandkids (oldest just started college)

- 72, but still a gym rat

- Even though a retired Lt Gen, haven't really worn a uniform in 18 years (since 1995 ret.)
 - So, prefer to be called Dir. Clapper or Mr. Clapper, not Gen. Clapper

- Last but not least, I believe furloughs are the last resort
 - In fact, I believe “furlough” & “sequestration” should be struck from language

- I'll stop there, & I'd be happy to take your questions
 - Also head of IC Complain Dept

- I always enjoy finding out what you'd do if you were king or queen for a day

Q&A

- OK, any questions that didn't get answered, take advantage of my "Ask the DNI" program
 - Either at a suggestion box, or online at ODNI's *Intercept* website

- Hope to see you soon around LX, which I think is a pretty phenomenal facility
 - Maybe at a cafeteria, gym, or town hall

- Congrats on now being part of the ODNI team
 - Where you're going to see ... how the sum is greater than the parts

- Welcome aboard

###

UNCLASSIFIED

**Remarks as prepared for delivery by
The Honorable James R. Clapper
Director of National Intelligence**

SNIS Recognition Ceremony

**Monday, June 3, 2013
2:00 PM**

Liberty Crossing Auditorium, McLean, Virginia

DRAFT #3.0 – as of 2 Jun 0800 hrs

(2100 words, ~16 min.)

**Thank you Michele O'Neill, ODNI HR Director, for
that kind introduction.**

It's great to have the new Senior National Intelligence Service officers and your families here.

Welcome to the major leagues ... so, that serves as a major metaphor alert for my remarks today.

You obviously have a lot of fans out there, who are all glad to see that you've risen to the top as an all-star.

Summer is almost officially here, and that means basketball and hockey are winding up their seasons.

The Wizards and the Capitals had some glimmers of hope, and then they faded.

So it's time to root for the "boys of summer" – the Washington Nationals.

And baseball is a game that we in the Intelligence Community can relate to ...

If you think about it, there are a lot of similarities:

- **In both professions, stealing is encouraged.**

- **In baseball, pitchers and catchers have coded signals they use to defeat batters.**
 - **That's like secure comms.**
 - **And if base runners get caught intercepting signals, they can be PNG'd.**

- **“Agents” are an essential part of both businesses.**

- **In baseball, a player’s defensive position can be called his station.**
 - **In the IC, we have Chiefs of Station.**

- **Pitchers use deception, in the form of curveballs.**

- **Okay, I'd rather not discuss "Curveball."**

- **In baseball, chatter can be something annoying.**

- **In intelligence, it can be quite interesting.**

- **In baseball, teams help players succeed by starting them off in the farm system.**
 - **We have “The Farm.”**
 - **Reportedly.**
 - **I’m not confirming anything.**

- **And last – but not least – in both professions, the ultimate symbol of teamwork is the sacrifice – in order to keep your teammates safe, and eventually, bring them home.**

So, maybe we should start a league of our own, with 16 teams.

**I guess we already have our very own
“Sweet Sixteen.” (sorry ... that’s into
basketball ...)**

[PAUSE]

**No such “knighting” speech would
be complete without some career
advice.**

I'll admit to you up front that I'm loath to offer advice ... especially to people who've clearly already been recognized as all-stars.

When the great Mickey Mantle found out Casey Stengel had been a ballplayer when he was younger, he was shocked.

**The old Yankee manager shot back:
"Did you think I was born at the age of
70, sitting in a dugout, trying to manage
guys like you?"**

**But when you achieve geezerhood –
which I have, like Casey Stengel –
people apparently expect you to have
some sage words for them.**

So, I will share with you today some advice for Senior National Intelligence Service.

I think you'll all agree that this promotion from GS-15 to SNIS is more than a step up in pay grade; it is truly a "big deal."

In many ways – and I’ve always thought of it this way – it’s like the step up to becoming a General or Flag Officer in the armed forces.

Your entire scope shifts.

So I have four pieces of advice to pass on, and I hope each one will get you a little farther around the bases.

The first one – and you’ve basically already made it to first base, as a SNIS 1 – is to keep doing the things that got you here to begin with.

So, under this first category are personal attributes. They include:

Demonstrating the highest ethical standards.

Serving with integrity, and speaking truth to power.

Not glossing over problems – meeting them head-on.

If you've seen the recent film 42, or you're a student of either baseball history or civil rights history, you'll recognize the name Branch Rickey.

He was president and general manager of the Dodgers – he's the man who signed Jackie Robinson.

He said: "Problems are the price you pay for progress." – a great line.

So be like him, and drive positive change, regardless of any extra challenges it brings.

**And there are a few more attributes
you need to continue doing:**

Listening to your people.

**Being kind – it goes a long way –
much further than you realize.**

**Taking care of yourself – not
forgetting your own work/life balance.**

Family and friends helped get you here – you want them to still be here through the rest of your career, and when you retire.

That means, too, taking care of yourself physically and mentally – a strong body and clear head are essential to decision making.

My second big piece of advice – the one to get you to second base – is that now, you’re expected to think beyond your organization.

Build strong partnerships across the IC, and government.

We really need you to understand and lead integration.

But don't confuse integration across agencies with an attempt to make every agency and organization into the same bland oatmeal.

Integrate across organizational lines to take advantage of diversity and the strength of different organizations, including yours.

We count on you to think and act corporately for the entire Intelligence Community.

Yogi Berra was once told to think in the batter's box before swinging.

He replied: "How can you think and hit at the same time?"

**Well, it's not easy. But it's essential
in our business.**

**And while you're advocating for your
organization and people, sometimes you
have to make painful short-term choices
for the good of the community.**

As a SNIS, you'll make tough decisions ... for the good of the IC mission, IC workforce, policy-makers, and warfighters, even if those decisions won't benefit your office.

Those choices will take courage.

But we wouldn't have selected you if we didn't think you were capable of making courageous choices.

Like Jackie Robinson – who, in the face of intense prejudice as he broke the color barrier in baseball, had the guts to not fight back.

Under my third heading of advice – for the triple – is that we now expect you to lead and develop the next generation of intelligence officers.

Don't just “manage” them.

**Lead and mentor. There's a
difference ...**

More importantly, let them grow.

**That means sending them off to
training, even to that year-long course,
or that class that falls right when your
office is most busy.**

You must consider the long-term benefits of developing your employees, and balance that with the short-term press of today's business.

That also means holding them accountable for completing work in a timely and thorough manner.

This is hard, because there will always be the tendency to do your subordinates' work for them, because you can do it faster, or because it's easier to do it than to get them to do it to your standards, and you "know" what need to be done.

Branch Rickey once said that he preferred the errors of enthusiasm ... to the complacency of wisdom – a great tenet to remember.

You need to provide your workforce with opportunity and responsibility, and then get them to meet your standards, without their realizing what you're really doing.

Stephanie O’Sullivan, when she was in your shoes, had her boss tell her: “I need you to be an SIS, not 3 GS-15s.”

And then – and this is the most painful thing I’m going to ask you to do for our workforce – when they’ve mastered your expectations, and can do their work with almost no supervision, you have to let them go.

In fact, the best indication that you did your job well is if your subordinates leave your organization, and go on to excel somewhere else.

My final piece of advice – to cover all the bases – has to do with how you think about yourself.

Anyone reaching the Senior Executive or Senior Intelligence level of service needs to think and act corporately for the larger good.

And for this group at ODNI, that distinction is even more prominent.

You're Senior National Intelligence Service officers. Only here does the designation of SNIS exist.

**We created that title deliberately.
You are – by definition – a national
intelligence leader.**

**You're a corporate asset for the
entire IC, not just the ODNI.**

**That means we need you to add an
understanding of the broad IC enterprise
to the expertise and precise skill set that
got you here.**

**Now that I've built you up, and
praised you – in front of your family
members, friends, colleagues, and
subordinates – let me now enjoin you to
be humble.**

**Today happens to be the 125th
anniversary of what may be the most
popular poem in American history.**

**It was first published on June 3, 1888,
in the *San Francisco Examiner*.**

**You've all heard it – it's called "Casey
at the Bat" ... just to carry on with the
baseball metaphor ...**

**And it's a good one to think about, as
a new Senior National Intelligence
Service Officer.**

**Because it deals with some things
you're going to have to be concerned
about:**

Pride. Humility. Arrogance.

Being put up on a pedestal.

Living up to expectations, or not.

I'll set the scene for you, to refresh your memory.

It's the bottom of the 9th inning.

The home team, from the fictional town of Mudville, has two outs, and is down by two runs.

But miraculously, they get men on second and third.

And their star player, Casey, is coming up to bat.

The hometown crowd of about 5000 people – which had pretty much written off the game as a loss – is now extremely excited.

And so, the poem goes:

**“Ten thousand eyes were on him,
As he rubbed his hands with dirt;**

**Five thousand tongues applauded,
When he wiped them on his shirt.**

**Then while the writhing pitcher
Ground the ball into his hip,**

**Defiance gleamed in Casey's eye,
A sneer curled Casey's lip.**

**And now the leather-covered
sphere**

Came hurtling through the air,

**And Casey stood a-watching it,
In haughty grandeur there.**

**Close by the sturdy batsman,
The ball unheeded sped.**

"That ain't my style," said Casey.

"Strike one," the umpire said.

**From the benches, black with
people,**

There went up a muffled roar,

**Like the beating of the storm-waves
On a stern and distant shore.**

"Kill him! Kill the umpire!"

Shouted someone on the stand;

And its likely they'd a-killed him,

Had not Casey raised his hand.

With a smile of Christian charity,

Great Casey's visage shone.

He stilled the rising tumult;

He bade the game go on.

**He signaled to the pitcher,
And once more the spheroid flew;**

**But Casey still ignored it,
And the umpire said, "Strike two."**

**"Fraud!" cried the maddened
thousands,**

And echo answered fraud;

**But one scornful look from Casey,
And the audience was awed.**

**They saw his face grow stern and
cold;**

They saw his muscles strain,

**And they knew that Casey wouldn't
Let that ball go by again.**

**The sneer is gone from Casey's lip;
His teeth are clenched in hate;**

**He pounds with cru-el violence ...
His bat upon the plate.**

**And now the pitcher holds the ball,
And now he lets it go,**

**And now the air is shattered
By the force of Casey's blow.**

**Oh, somewhere in this favored land,
The sun is shining bright;**

**The band is playing somewhere,
and somewhere hearts are light,**

**And somewhere men are laughing,
And somewhere children shout;**

**But there is no joy in Mudville –
Mighty Casey has struck out.”**

[PAUSE]

Fortunately, there is joy in McLean today.

Because 12 great people have distinguished themselves, and have been officially recognized as officers of exceptional potential.

But remember that Casey could have swung at those first two pitches, greatly increasing the odds of success for his team.

He let pride and arrogance get in the way.

And I've seen some very high-ranking people – like Casey – strike out.

I've done it myself.

That's okay, as long as you're legitimately trying the whole time.

But don't ever fall into the trap that because you've now reached a loftier status, you don't need to give it your all.

You were selected because we believe you'll continue to hit hard, and defend the home team exceptionally well.

Joe Garagiola (GARE-ruh-jee-OH-luh), the former St. Louis Cardinals catcher who went on to much more fame as an announcer, once wrote:

“Baseball gives you every chance to be great.

Then it puts every pressure on you to prove that you haven't got what it takes.

It never takes away the chance, and it never eases up on the pressure.”

I think that's another striking similarity with the Intelligence Community.

The 12 of you were given every chance to be great.

And sure enough, with a lot of hard work, you achieved success beyond most people's dreams.

Many congratulations on doing so.

And best of luck on dealing with all the new pressures, which are not going to ease up.

Nevertheless, I'm expecting home runs from all of you.

Thank you very much.

BRING CARD WITH OATH, MOVE TO MARK, ADMINISTER OATH.

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