



governmentattic.org

"Rummaging in the government's attic"

Description of document: National Security Agency (NSA) EXECmessages issued to NSA staff, 2006-2008

Requested date: 06-June-2008

Released date: 22-August-2016

Posted date: 05-September-2016

Source of document: National Security Agency
Attn: FOIA/PA Office (DJ4)
9800 Savage Road, Suite 6248
Ft. George G. Meade, MD 20755-6248
Fax: 443-479-3612
[Online FOIA Request Form](#)

The governmentattic.org web site ("the site") is noncommercial and free to the public. The site and materials made available on the site, such as this file, are for reference only. The governmentattic.org web site and its principals have made every effort to make this information as complete and as accurate as possible, however, there may be mistakes and omissions, both typographical and in content. The governmentattic.org web site and its principals shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused, or alleged to have been caused, directly or indirectly, by the information provided on the governmentattic.org web site or in this file. The public records published on the site were obtained from government agencies using proper legal channels. Each document is identified as to the source. Any concerns about the contents of the site should be directed to the agency originating the document in question. GovernmentAttic.org is not responsible for the contents of documents published on the website.



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

FOIA Case: 56155A
22 August 2016

This is a final response to your Freedom of Information Act (FOIA) request of 6 June 2008 for “a copy of each and every EXECmessage issued to the NSA staff during the year 2006, 2007, and 2008 to date”. A copy of your request is enclosed. In our initial response to you, we informed you there are no search fees associated with this request. We estimated that duplication fees would be approximately \$15.00, which falls within the amount that you agreed to pay in your request letter. Since processing fees were minimal, we are not assessing fees for this request. Your request has been processed under the FOIA, and some of the documents you requested can be found on the enclosed compact disc (CD). Certain information, however, has been deleted from the documents on the CD, and six documents (12 pages) have been withheld in their entirety.

Some of the information deleted from the documents was found to be currently and properly classified in accordance with Executive Order 12958, as amended. This information meets the criteria for classification as set forth in Subparagraph (b) of Section 1.4 and remains classified TOP SECRET, SECRET, and CONFIDENTIAL as provided in Section 1.2 of the Executive Order. The information is classified because its disclosure could reasonably be expected to cause exceptionally grave damage to the national security. Because the information is currently and properly classified, it is exempt from disclosure pursuant to the first exemption of the FOIA (5 U.S.C. Section 552(b)(1)).

In addition, this Agency is authorized by various statutes to protect certain information concerning its activities. We have determined that such information exists in these documents. Accordingly, those portions are exempt from disclosure pursuant to the third exemption of the FOIA, which provides for the withholding of information specifically protected from disclosure by

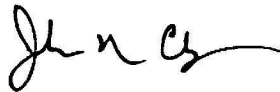
statute. The specific statutes applicable in this case are Title 18 U.S. Code 798; Title 50 U.S. Code 3024(i); and Section 6, Public Law 86-36 (50 U.S. Code 3605).

Since some documents were withheld in their entirety and information was withheld from the enclosures, you may construe this as a partial denial of your request. You are hereby advised of this Agency's appeal procedures:

- The appeal must be in writing and addressed to the:

NSA/CSS FOIA/PA Appeal Authority (DJ4),
National Security Agency
9800 Savage Road STE 6932
Fort George G. Meade, MD 20755-6932
- It must be postmarked no later than 60 calendar days of the date of this letter.
- Please include the case number provided above.
- Please describe with sufficient detail why you believe the denial of requested information was unwarranted.
- NSA will endeavor to respond within 20 working days of receiving your appeal, absent any unusual circumstances.

Sincerely,



JOHN R. CHAPMAN
Chief, FOIA/PA Office
NSA Initial Denial Authority

Encls:
a/s

DOCID: 3364774

~~CONFIDENTIAL~~

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

Posted on: September 13, 2006

(U) EXECMessage-143: "Security Incidents on 12 September 2006"

Distribution: Senior Executive Message to the Workforce

POC: Security Operations Command Center [nsanews@nsa]

(U) Senior Executive Message from L. Kemp Ensor III, Associate Director for Security and Counterintelligence

~~(C)~~
[Redacted]

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

(U/~~FOUO~~) Due to the quick response from NSA Police, an egregious security breach onto the NSA campus was prevented. We are pleased to report that while several vehicles sustained damage, no personal injuries were sustained. And while there is no indication that the perpetrator intended to harm NSA, his unknown motivation at the time of the incident provided a real-time exercise of our police response capabilities to ensure the safety and security of NSA personnel and facilities.

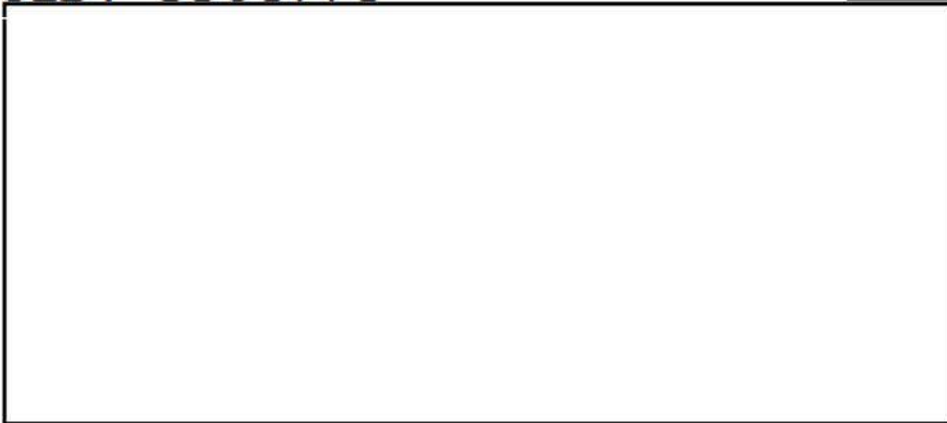
(U) And there you have the rest of the story...

~~(C)~~
[Redacted]

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

Approved for Release by NSA
on 08-22-2016, FOIA Case #
56155

DOCID: 3364774



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

L. Kemp Ensor III
Associate Director for
Security and Counterintelligence

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 November 2004
DECLASSIFY ON: 20291123

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 NOV 2004
DECLASSIFY ON: 20291123

CONFIDENTIAL



CONFIDENTIAL

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

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: May 22, 2008

(U) EXECMessage-224: "Changes to Property Accountability Procedures"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

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

(U) Senior Executive Message from Ethan Bauman, NSA Deputy Chief of Staff

(U//~~FOUO~~) The Agency must demonstrate accountability for the property it owns. This is a basic element of sound stewardship of public resources as well as a requirement of successful financial statement audits, which we are required to achieve. While NSA, like many other DoD and intelligence agencies, faces significant challenges in achieving this objective, we continue to make steady progress toward it.

(U//~~FOUO~~) This is to let you know about recent and new steps taken by our Directorate of Installations and Logistics (I&L) to bring us closer to these goals. The LL2 Asset Management and Disposition Services Division has made great strides in refining processes to meet auditability requirements and documenting the changes in Standard Operating Procedures (SOPs) which govern the movement and accountability of property assigned to NSAW and the Extended Enterprise.

(U//~~FOUO~~) The process changes, which include updates to many property forms, were implemented recently to ensure progress in concert with milestones defined in the Integrated Master Schedule for financial auditability. Please review the changes, as they impact the current property procedures to which most people are accustomed. One important change is the requirement to use all new property forms dated May 2008. LL2 has worked aggressively to ensure that your organization Property Administration Officers and Property Officers were familiar with the changes.

(U) A summary of the changes is available at the following link:

[Redacted]

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

(U) The SOPs in their entirety and the new forms are available in Internet Explorer at "go property".

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4314706

ETHAN L. BAUMAN
NSA Deputy Chief of Staff

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4314710

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: May 14, 2008

(U) EXECMessage-221: "Taflan's Tagline: 2007 P3 Cycle Rating Results"

Distribution: Senior Executive Message to the Workforce

POC: DL Ask_DCIPS [DLAsk_DCIPS@nsa.ic.gov]

(U) Senior Executive Message from John Taflan, Chief Human Capital Officer

(U//~~FOUO~~) In my 18 December 2007, Taflan's Tagline, "Paying Attention to Ratings,"

[Redacted]

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

I noted that the key to any good performance management system is the accurate assessment of employee performance. In the Defense Civilian Intelligence Personnel System (DCIPS), pay raises and bonuses will directly link to the employee's performance.

(U//~~FOUO~~) In preparation for the transition to the DCIPS, during the 2007 P3 cycle, I encouraged raters to conduct more stringent reviews of all performance evaluations. To that end, I recommended some key actions to ensure consistency in the ratings and prevent rating inflation. These included discussing organizational performance, establishing uniform performance criteria and following the process for reviewing evaluations. I was pleased to see that raters took a more disciplined approach in the assessment of performance as confirmed by the increase in personnel at the "met objectives" rating. This demonstrates we are on the right track to accurately assess an individual's performance for his/her contribution to our mission.

P3 Statistics	2006	2007
Greatly Exceeded Obj.	12%	6%
Exceeded Obj.	69%	62%
Met Objectives	18%	31%
Occasionally Met Obj.	<1%	<1%
Did Not Meet Obj.	<1%	<1%
Overall Average Rating	4.02	3.78

(U//~~FOUO~~) As depicted in the chart above, if we were currently operating in the DCIPS, 99 percent of the workforce would receive

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4314710

some form of pay increase, with six percent receiving the highest rewards for their outstanding performance.

(U//~~FOUO~~) I am confident that we will continue to ensure performance evaluations accurately reflect our accomplishments and contributions in our final P3 cycle, and maintain our consistency in the new performance evaluation process, the Annual Contribution Evaluation (ACE), beginning on 1 October 2008.

(U//~~FOUO~~) Please visit the DCIPS ("go DCIPS") website for the most up-to-date information on ACE and all of the DCIPS components.

John Taflan
Chief Human Capital Officer

(U) "HR: TRUSTED, VALUED PARTNER – Delivering HR Solutions to the Global Workforce"

UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

DOCID: 4314711

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: May 05, 2008

(U) EXECMessage-220: "Cyber Defense Exercise 2008: Developing Future IA Leaders"

Distribution: Senior Executive Message to the Workforce

POC:



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

(U) Senior Executive Message from Dick Schaeffer, Director, Information Assurance

(U) Congratulations to the United States Military Academy (USMA) for winning Cyber Defense Exercise 2008. Their hard work really paid off! For the second consecutive year, the highly coveted Cyber Defense Exercise Trophy will reside at West Point. The student participants from USMA showed that they are fully capable of protecting and defending networks against cyber attacks.

(U) In its 8th year, the Cyber Defense Exercise is designed to test and evaluate the knowledge and abilities of cadets and midshipmen enrolled in computer science programs at the five service academies: the United States Naval Academy, the United States Coast Guard Academy, the United States Air Force Academy, the United States Merchant Marine Academy, and the United States Military Academy. Historically, there has also been participation from the Naval Post Graduate School and the Air Force Institute of Technology. Although these postgraduate schools participate in the exercise, they are not eligible to compete for the trophy because of their advanced level of education.

(U) During this exercise, the Agency matches its top network aggressors - the Red cell - against students from the Service academies - the Blue cell. The real-world Cyber Defense Exercise takes place on a Virtual Private Network that is established for the sole purpose of this exercise; it is a closed network with no access to the Internet. In the end, the exercise aids in developing a military workforce that has better prepared cyber warfighters. These students will one day be responsible for safeguarding the information and networks utilized by forward-deployed forces in some of the most dangerous locations around the world.

(U) This exercise is important to the future of information assurance because as we know, there is a real war taking place on our networks every day, and the development of the skills and

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4314711

talents of future military leaders is essential. The valuable experience and technical knowledge that these students master will be relied on to defend the Department of Defense network infrastructure, and ultimately, our nation's security.

Dick Schaeffer
IA Director

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: April 21, 2008

(U) (U) EXECMessage-219: "Taflan's Tagline: Defense Civilian Intelligence Personnel System (DCIPS) – Annual Contribution Evaluation"

Distribution: Senior Executive Message to the Workforce

POC: DL Ask_DCIPS [Ask_DCIPS@nsa.ic.gov]

(U) Senior Executive Message from John Taflan, Chief Human Capital Officer

(U//~~FOUO~~) In my 21 January 2008, Taflan's Tagline, "Performance Management is Everything",

[Redacted]

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

I emphasized the importance of setting performance expectations, which starts with the performance planning discussion. I also highlighted the importance of linking performance objectives to organizational goals. As an agency, we have used performance objectives for years, and with the coming of DCIPS, I ask for a renewed emphasis on employing clear, concise, and SMART (Specific, Measurable, Achievable, Relevant, and Timely) performance objectives for our entire workforce.

(U//~~FOUO~~) We have a unique opportunity to prepare for success in DCIPS by making the most of our final P3 cycle. Our final P3 cycle, which began in January and will end 30 September of this year, will be shorter than normal to facilitate the transition to the new performance evaluation process, the Annual Contribution Evaluation (ACE), on 1 October 2008.

(U//~~FOUO~~) There are two main components of the ACE performance plan: performance objectives and performance elements. Performance objectives are individual goals to be accomplished during the performance cycle. Employees and raters will collaborate to write appropriate performance objectives. In addition, all employees will be rated against six behavioral performance elements (which will vary somewhat for managers/supervisors). Performance against each element will be evaluated against established performance standards for an employee's work role and pay level.

(U//~~FOUO~~) ACE is designed to provide a roadmap for success in DCIPS through the evolution of performance planning, performance

Approved for Release by
NSA on 08-22-2016.
FOIA Case # 56155

DOCID: 4314712

monitoring, and then performance evaluation. ACE begins with a performance-planning phase, during which raters - normally, the supervisor - and employees collaborate to establish performance objectives. This collaborative effort will focus on identifying SMART objectives that link an individual's work to the NSA strategic plan and the employees' organization's mission and goals.

(U//~~FOUO~~) Once the performance plan is established, raters and employees move into the performance-monitoring phase. Throughout the performance cycle, raters are expected to provide ongoing feedback to employees on their progress toward achieving their performance objectives. There is one formal checkpoint along the way that will be required - the midpoint performance review. The midpoint performance review offers an opportunity for the rater to check an employee's progress against his/her objectives, provide feedback, and make course adjustments. The midpoint performance review will be completed in the April timeframe.

(U//~~FOUO~~) The final phase of the ACE cycle is the performance evaluation process. Employees will provide a self-report of their performance to their raters within 15 days of the end of the rating period (30 September 2009), to be included in the final evaluation process. Raters will assign ratings against each performance objective and performance element. Evaluations are reviewed several times to ensure ratings are fair and consistent across the organization. A reviewer provides a review of all employee evaluations within their organization and approves/assigns final ratings to every employee. A second level of analysis occurs during the managers' meeting in which managers in an organization come together to assess the level of fairness and consistency applied to evaluation scores across organizational boundaries.

(U//~~FOUO~~) For more information on ACE, you can type in "go DCIPS" from your internal web browser, then click on "FAQ," and on the drop down menu under "DCIPS," click on "Annual Contribution Evaluation."

John Taflan
Chief Human Capital Officer

(U) "HR: TRUSTED, VALUED PARTNER – Delivering HR Solutions to the Global Workforce"

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: February 18, 2008

(U) EXECMessage-213: "Pres Release: Change Management Process Reminder"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [Redacted]

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

(U) The following "Pres Release" is a Senior Executive Message from Dr. Prescott Winter, NSA/CSS CTO

(U//~~FOUO~~) It is an opportune time to remind you of the important Change Management Process, determined by the Change Management Team (CMT) of the Technology Directorate. The team comprises experienced staff who coordinate and process Information Technology Infrastructure (ITI) upgrades/installs/changes/outages within the Global Enterprise Command Center (GECC), coordinating both local and enterprise-wide ITI change requests which are vetted with representatives from various directorates (local and global), scheduled, and tracked until completion, to ensure that changes can fully support the NSA/CSS mission and the Nation's warfighters and Agency personnel overseas.

(U//~~FOUO~~) Prior coordination of any change to the NSA/CSS infrastructure must be fully coordinated and approved by the CMT.

(U//~~FOUO~~) I commend the CMT for its diligence in working concertedly with GECC in expeditiously addressing events that might interrupt the ITI and remind everyone of the importance in adhering to the Change Management Process. For more information, see the following:

[Redacted]

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

Dr. Prescott B. Winter
NSA/CSS CTO

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: January 28, 2008

(U) EXECMessage-211: "Security Financial Disclosure Program"

Distribution: Senior Executive Message to the Workforce

POC:



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

(U) Senior Executive Message from L. Kemp Ensor III Associate Director for Security and Counterintelligence

(U//~~FOUO~~) Since 1975, there have been over 120 cleared individuals convicted of spying against the U.S. Their actions caused irreparable damage to U.S. Intelligence sources and methods. As a result, Congress passed Public Law 103-359 and President Clinton signed Executive Order 12968 mandating a financial disclosure program for the Intelligence Community.

(U//~~FOUO~~) In accordance with the Executive Order and Public Law requirements, and in order to strengthen our counterintelligence posture, beginning in 2005, at the direction of DIRNSA, the Security Financial Disclosure Program (SFDP) was implemented for NSA.

(U//~~FOUO~~) If you are required to file this year, you will be individually notified in a separate e-mail no later than 1 February 2008. Eventually, all NSA civilian employees granted access to Sensitive Compartmented Information (SCI) and all SCI-cleared contractors who are either assigned to an NSA facility or who have access to NSANet will be required to file their financial information, typically in conjunction with their reinvestigation, as the program is phased in over the next several years. Once an individual files, updates will be required on an annual basis.

(U//~~FOUO~~) Further, military personnel, Second Party assignees, and all other assignees whose clearances are sponsored or maintained by another agency, are excluded from the NSA SFDP and will be required to meet the SFDP regulations of their parent organization, as appropriate.

(U//~~FOUO~~) Those who are required to file SFDP financial information this year must do so by 15 May 2008. Submissions must be made via your NSANet terminal to ensure maximum protection of the information and to enable ADS&CI analysis of the data. The SFDP database will

Approved for Release by NSA
on 08-22-2016. FOIA Case #
56155

be available beginning 1 March. In the interim, you can use this time to gather any necessary paperwork you may need to complete the form.

(U//~~FOUO~~) To learn more about the Security Financial Disclosure Program, visit the SFDP homepage



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

or type "go secfin" in your web browser. It contains helpful information and, in particular, provides a Frequently Asked Questions section that should answer most questions.

(U//~~FOUO~~) The SFDP requirement is not to be confused with the financial disclosure requirement that may apply through the programs of the General Counsel's Ethics and Fiscal Law Office



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

specifically the Confidential Financial Disclosure report on the OGE 450 form and the Public Financial Disclosure report on the SF 278 form. The SFDP is a separate requirement.

(U//~~FOUO~~) The SFDP has significant counterintelligence benefits for NSA. Thank you in advance for your support of this program.

L. Kemp Ensor III
Associate Director
Security and Counterintelligence

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//~~FOUO~~ OFFICIAL USE ONLY

Posted on: December 18, 2007

(U) EXECMessage-208: "STAR Achievement Training"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

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

(U) Senior Executive Message from Renée Meyer, Associate Director for Education and Training

(U//~~FOUO~~) Calling all Office Managers, Office Assistants, Protocol Officers, Customer Services Advocates, Travel Program Specialists, Transportations Specialists, Computer Aids, ASL Interpreters, Executive Staff Assistants, Executive Staff Officers and anyone else in a supporting role who would like to stay on the cutting edge and shine above the average performer! In direct response to your requests for comprehensive, value-added training, WE HEARD YOU! We are pleased to announce the STAR Achievement Certification program for Office Professionals.

(U//~~FOUO~~) What is STAR Achievement? It is a philosophy that says to each person, "You have the potential to be a STAR performer at work with the right combination of Skill, Attitude, Teamwork and Strategy." STAR Achievement Certification is not just a training program; it is a way of thinking, being and performing. The STAR philosophy is about core values, teamwork, effecting cultural change, personal responsibility and a high standard of performance.

(U//~~FOUO~~) This intensive STAR 12-module certification program covers basic to advanced competencies and skills necessary for outstanding job performance in the Support Service skill field. Participants are challenged to reach beyond comfort zones, explore their professional strengths and weaknesses, and transfer the knowledge into professional/personal growth. The program is broken down into three levels, each consisting of four modules. All participants must complete level one before going on to level two, and must complete level two before going on to level three. Upon completion of each level, participants will receive a STAR Achievement certificate. This external certificate program has been approved as an Agency value-added certification. After completing Levels One and Two, participants will be certified as STAR Achievers and can request that this certification be added to their employee profile. Upon completion of Level Three, participants will be certified as STAR Experts.

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

(U) STAR ENROLLMENT:

(U//~~FOUO~~) This program is open to all Agency personnel in a Support Services Skill Community work role. Individuals outside of the Support Services Skill Community can register for the program but will require pre-approval from the Support Services Skill Community Director. Preference will be given to individuals within the Support Services Skill Community.

(U) To register for the STAR Achievement Series, please visit the NCS Course Catalog:

[Redacted]

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

* (U) Please note some of the courses have prerequisites; participants should complete the courses in order (OSPC2001, OSPC2002, OSPC2003, etc.)

(U) STAR PROGRAM DESCRIPTION:

(U) To view a detailed description, visit the Support Services web page:

[Redacted]

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

(U) STAR POINT OF CONTACT:

(U//~~FOUO~~) For more information, please contact the Support Services Skill Community Director, [Redacted] 968-5614 [Redacted] Fax II, A1339

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

Renée Meyer
Associate Director
Education and Training

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4314732

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: November 19, 2007

(U) EXECMessage-204: "Release of Financial Data"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

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

(U) Senior Executive Message from Bobbi L. Fife, Deputy Chief Financial Manager/Comptroller

(U//~~FOUO~~) Before presenting financial or manpower data to Agency senior leadership or individuals or organizations external to NSA, employees must obtain the concurrence of the Directorate of Finance (DF). See Comptroller Decision Memorandum 02-2007 for further details:

[Redacted]

(U//~~FOUO~~) The objective of this guidance is to ensure that all resources data is accurate and consistent. At a minimum, inconsistent or inaccurate data generate unnecessary questions that result in requests for clarifications and/or briefings.

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

At worst, it can lead to erroneous decisions and/or undermine confidence in the Agency, jeopardizing our resource profiles and, ultimately, the Agency's ability to accomplish its mission.

(U//~~FOUO~~) DF personnel deployed throughout the enterprise stand ready to assist in the generation and preparation of resources data for presentation to Agency leadership and external authorities. They will provide the requisite DF assurance that data is correct, accurate, and consistent with the Agency financial and manpower records.

Bobbi L. Fife
Deputy Chief Financial Manager/Comptroller

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

/2008 2:46 PM

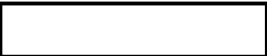
UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: October 21, 2007

(U) EXECMessage-200: "Pres Release: Mandatory Information Assurance Refresher - 2008"

Distribution: Senior Executive Message to the Workforce

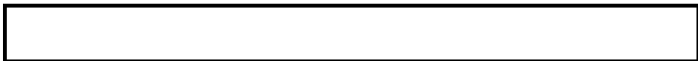
POC: Dr. Prescott B. Winter



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

(U) Senior Executive Message from Dr. Prescott B. Winter, NSA/CSS CTO

(U//~~FOUO~~) As NSA's Chief Information Officer, I am pleased to announce that the OIAC1180 course, "Annual Information Assurance Refresher-2008," is now available online through VUport and off-line on CD. (This was discussed in DIRNSA's message, "Annual IT Security Requirement":



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

The course fulfills a mandatory annual training requirement based on the Federal Information Security Management Act (FISMA), DCI Directive 6/3, "Protecting Sensitive Compartmented Information within Information Systems," and DoD Directive 8570.01, "Information Assurance Training, Certification, and Workforce Management." The annual IA refresher replaces the previous biennial course, OIAC1170, and will satisfy the requirement that users receive IA awareness prior to being granted access to an NSA/CSS information system.

(U) This mandatory annual training requirement, provided through the Associate Directorate of Education and Training (ADET,) is for all NSA/CSS affiliates (including government military and civilians, contractor employees, and integrees) with access to NSANet or having access to any NSA/CSS accredited information system.

(U) In order to alleviate any potential system or infrastructure service disruptions caused by peak demand, the first iteration of the new OIAC1180 annual refresher course should be completed according to the schedule below. This will also establish a reference point for your future annual automated reminder notice, which will be sent via e-mail.

* (U) Those with VUport access should adhere to the following schedule:

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

22 OCT 2007-31 JAN 2008: SID and IAD
22 OCT 2007-31 JAN 2008: Off-site Contractors without VUport access
1 NOV 2007-29 FEB 2008: Extended Enterprise
15 DEC 2007-29 FEB 2008: Other NSAW

* (U) Those without NSANet access should take the course via CD, ordered through their supporting education and training office from ADET's Independent Learning Services at:

[Redacted]

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

* (U) Contractor personnel with NSANet access should take the course using VUport, in accordance with their sponsors' schedule (above). Contractor personnel taking the course via CD should adhere to arrangements to be made based on access to NSA/CSS accredited information systems.

(U) Questions regarding course content may be referred to

[Redacted], 996-2018 [Redacted]

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

Questions regarding VUport should be directed to the VUport Help Desk at 968-7088/89 or [Redacted]

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

Dr. Prescott B. Winter
NSA/CSS CTO

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: October 24, 2007

(U) EXECMessage-201: "Pres Release: Update on the Integration of Analytic Activities into the Technology Directorate"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [Redacted]

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

(U) Senior Executive Message from Dr. Prescott B. Winter, NSA/CSS CTO

(U//~~FOUO~~) I am pleased to announce that Signals Intelligence Director (SID) Director Bill Crumm and I have finished a comprehensive review of SID analytic projects and activities to be considered for transition to the Technology Directorate (TD) so that SID may concentrate fully on mission.

(U//~~FOUO~~) Since the release of my EXECMessage-187, "Pres Release: Status Update on Integration of Analytic Activities in the Technology Directorate" on 9 August 2007:

[Redacted]

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

SID and I established a transition team and business rules to determine which initiatives to transfer from SID to TD. The team's primary goal was to prepare a recommendation based on the business rules from the list of projects and resources in SID that are technology focused (i.e., technology development, integration, and sustainment/operations) and suitable for transition from SID to TD. The team limited its review to activities in S01, S1, S2, and SSG. Leadership from both directorates concurred with the team's recommendation to transfer to TD, effective immediately, all resources (i.e., personnel, equipment, facilities, funding) associated with the following activities/offices:

* S22 [Redacted]

[Redacted]

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

* S23 [Redacted]

* S243 [Redacted]

* S242 [Redacted]

* S23 [Redacted]

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

[REDACTED]

(U) After consultation with SID, the TD will carry out the already approved FY08 plans for the transferred projects and activities. Modifications to the plans will be made only after consultation with SID using the appropriate requirement and/or architecture process.

(U) I appreciate the diligence of SID leaders and devotion to mission of all those involved in this reorganization. Speaking for everyone in my organization, we look forward very much to working with SID elements coming to TD during this important transition for the NSA/CSS and will use these SID organizations' past successes to help build our future.

(U) As always, please share your views by typing "go cto" in your web browser.

Dr. Prescott B. Winter
NSA/CSS CTO

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315197

UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Posted on: August 22, 2007

(U) EXECMessage-188: "Partners in Education Program"

Distribution: Senior Executive Message to the Workforce

POC:



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

(U) Senior Executive Message from Renée Meyer, Associate Director for Education and Training (ADET)

(U) "A hundred years from now it will not matter what my bank account was, the sort of house I lived in, or the kind of car I drove...but the world may be different because I was important in the life of a child."

(U) At NSA/CSS, the Partners In Education (PIE) program matches participants with students in schools with whom we have formal partnerships across the enterprise. At this time these schools include:

- * Meade Middle School (NSA/CSS Washington)
- * MacArthur Middle School (NSA/CSS Washington)
- * Meade High School (NSA/CSS Washington)
- * Aurora City Public Schools (NSA/CSS Colorado)
- * Aiea High School (NSA/CSS Pacific)
- * Leilehua High School (NSA/CSS Hawaii)
- * Yokota High School (DODSPEC Representative Japan)

(U) PIE program activities are directly relevant to one or more of NSA/CSS's official missions as well as activities that enhance the academic achievement of students.

(U) PIE participants provide academic assistance to middle and high school students at partnership schools. Assistance is needed at all levels of ability — from basic to advanced — in subjects, such as math, computer skills, science, English and foreign language. Participants also assist students in developing reading, writing, organization, and study skills. Students enthusiastically embrace the PIE program, and both parents and school staff support and encourage the program.

(U) The Agency supports active participation in the PIE program by granting up to 40 hours of administrative leave, per school year, with the prior approval of the supervisor. The program is very

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

DOCID: 4315197

flexible; the participant selects the content, time, and day. Whether you can only assist for 25 minutes or for one hour, you can make a difference in the life of a child — and by extension, the future of our Agency and the Nation.

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

(U//~~FOUO~~) It is very easy to become a PIE participant. More information and a list of local POCs are available at:

[Redacted]

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

[Redacted] NSA/CSS PIE program manager, and [Redacted]

ADET's PIE leader, are here to help. Be sure to subscribe to the Electronic Subscription Service, topic ESS1320, to receive any updates on the PIE program ("go ESS" in your web browser).

(U) Let's start this school year off right by strengthening our PIE Program.

Renée Meyer
Associate Director for Education and Training

UNCLASSIFIED//FOR OFFICIAL USE ONLY

~~SECRET~~

[Redacted]

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

Posted on: August 03, 2007

(U) EXECMessage-184: "Annual Premium Pay Limitation Increase for CENTCOM AOR"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

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

(U) Senior Executive Message from John Taflan, Associate Director, Human Resources

(U) The Department of Defense (DoD) has authorized an increase to the 2007 annual premium pay limitation to \$212,100 for DoD employees assigned to the overseas Commander of the U.S. Central Command (CENTCOM) area of responsibility (AOR) who meet the eligibility criteria below. Premium pay includes overtime, compensatory time, night differential, Sunday pay, and holiday pay.

(S) [Redacted] To be eligible, employees must:

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

* Be in a PCS or TDY status for at least 42 consecutive calendar days to the CENTCOM AOR. [Redacted]

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

[Redacted]

* Perform work in support of, or related to, a military operation including a contingency operation, while deployed to an overseas location under the CENTCOM. NSA assignees to the overseas CENTCOM AOR qualify.

(U) The payroll office will begin a review of pay records for employees who have met the eligibility criteria and who have already exceeded the current premium pay limitation. As this review proceeds, employee pay records will be adjusted to reflect the new premium pay limit. Pay adjustments will be processed and paid out as they are identified. Since the review will be performed on an individual basis, affected employees can expect pay adjustments to be reflected on their Leave and Earning Statements (LES) over the next few pay periods.

(U) Additional information is provided on the NSA Deployment

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

web site at:

[Redacted]

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

John Taflan
Associate Director, Human Resources

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

~~SECRET~~

[Redacted]

[Redacted]

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

DOCID: 4315283

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: August 02, 2007

(U) EXECMessage-183: "Mandatory Cryptologic Intelligence Analysis Training"

Distribution: Senior Executive Message to the Workforce

POC:

[Redacted]

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

(U) Senior Executive Message from [Redacted] NSA/CSS Senior Intelligence Authority

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

(U//~~FOUO~~) New 160-hour, two-year training cycle mandated for all cryptologic intelligence analysts

(U//~~FOUO~~) In March 2004, then SIGINT Director, MG Richard J. Quirk, USA, issued SIGINT Directive 413 ("Significant Cryptologic Language Training Events"), which mandated that every civilian and military cryptologic language analyst, enterprise-wide, complete 160 hours of language training over the two-year period ending in March 2006. This initiative was a key element of this Agency's commitment to long-term language transformation and was so successful that MG Quirk renewed it for another 24 months in March 2006. By the end of that year, only 9 months into the second cycle, fully one third of language analysts around the globe had already met this 160-hour training requirement, significantly improving our capability to meet the most difficult and critical challenges to our Nation's security.

(U//~~FOUO~~) Now the Intelligence Analysis Skill Community is undergoing its own transformation. To achieve our Director's vision of a seamless cryptologic architecture, driven by analysis and linked peer-to-peer around the globe, cryptologic intelligence analysts must develop new capabilities, while continuing to increase their knowledge and improve their traditional skills. Our analysts must be prepared to function effectively in an operational environment where network defense, offense, and exploitation - along with the technologies that underpin these global telecommunication networks - are rapidly converging.

(U//~~FOUO~~) Therefore, former SIGINT Director, LTG Richard P. Zahner, USA, in May directed that every civilian and military cryptologic intelligence analyst, enterprise-wide, will meet the same requirement: complete at least 160 hours of analytic training over a two-year period, commencing 1 June 2007 and running until

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

08 2:49 PM

DOCID: 4315283

1 June 2009, with semi-annual reporting to the NSA/CSS Senior Intelligence Authority (SIA), the Intelligence Analysis Skill Community, and SID on progress toward completion of the goal. The NSA/CSS Senior Intelligence Authority will identify for you whom we mean when we say "cryptologic intelligence analyst"; what kind of training meets the requirement; how progress will be tracked and measured; and where the resources to achieve this goal will come from. The NSA/CSS Intelligence Analysis Professional Health Program (PHP):

[Redacted]

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

will serve as the standard for all intelligence analysis training and development activities. This mandatory training requirement ultimately will be articulated in an Agency-level policy, but in the interim, guidance and additional information can be found at:

[Redacted]

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

(U) The information our cryptologic intelligence analysts discover, develop, and disseminate is vital to our many customers' success, whether in a war zone, around a negotiating table, or in the Oval Office, and every hour of training completed makes us better. I expect every supervisor at every level of leadership to fully support this directive and demonstrate a clear commitment to their analysts' continued professional development.

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

[Redacted]

NSA/CSS Senior Intelligence Authority

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315284

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: August 01, 2007

(U) EXECMessage-182: "FACTS CONVERSION Period Notification"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

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

(U) Senior Executive Message from Terri Fyock, Director, Business Management Integration

(U//~~FOUO~~) A few years ago, the Agency took on the challenge of upgrading and updating our Financial Management System. Our goals were to streamline many of the Agency's business processes, consolidate and/or eliminate dozens of legacy systems, and support the Agency in preparing and sustaining auditable financial statements. We are well on the way to achieving these goals.

(U//~~FOUO~~) In March 2007, the Agency's Financial Accounting and Corporate Tracking System (FACTS) release 1.0 was initiated with release 1.1 following in May. These two releases allowed us to step away from the old "PR" system and use a commercial system that electronically passes a requisition from the originator to the purchaser in an automated fashion. To see the capabilities of each release, go to:

[Redacted]

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

(U//~~FOUO~~) The next release, 1.2, has a wide-ranging effect on many financial and financial feeder systems. The previous releases were oriented toward the front end of the process and this release will add the vendor payment piece, allowing for an end-to-end process. The Directorate of Finance, on or about 16 October, will activate release 1.2. In order to successfully launch this release, the Agency's current financial information must be migrated over to FACTS beginning on 1 October and lasting through approximately 15 October. During the conversion process, the financial systems will be unavailable for conventional use. This is a standard way of converting such systems and is not at all unique to NSA. We are calling this the "FACTS CONVERSION PERIOD."

(U) What will this mean for you as an NSA employee?


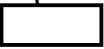
* (U//~~FOUO~~) Payroll will still be processed and you WILL be paid on time.

Approved for Release by NSA
on 08-22-2016. FOIA Case #
56155




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

* (U//~~FOUO~~) TDY/PCS/Local Travel: Submit RTAs for upcoming travel as normal.

* (U//~~FOUO~~) Travel Reimbursement: In preparation for the FACTS CONVERSION PERIOD, the Travel Entitlements Division  will process all travel (PCS and TDY) expense reports received by 20 September. For these travel expense reports, payment will be disbursed by 28 September. DF212 will make every effort to process as many payments as possible by 28 September regardless of date received, but can only assure payment for expense reports received by 20 September. Travelers should continue to submit travel expense reports after 20 September. During the FACTS CONVERSION PERIOD,  can compute travel expense reports, but will not be able to disburse any payments.

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

* (U//~~FOUO~~) Bank of America Travel Card: If an employee believes they need their credit card limit increased to cover planned travel during the FACTS CONVERSION PERIOD, please contact  on 968-4027 for assistance.

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

* (U) Accounts Payable:

* (U//~~FOUO~~) Contractor Invoices: There will be no capability to process payments to vendors during the FACTS CONVERSION PERIOD. For this reason, DF will request that vendors submit invoices by 7 September to ensure payments will be processed by 28 September. DF2 will pay as many invoices as possible in September in order to minimize the number of invoices due in early October. Contracting Officer Representatives (CORs) must approve all invoices by 14 September in order to pay the vendors by 28 September.

* (U//~~FOUO~~) U.S. Bank Purchase Card: Cardholders and card certifying officials must reconcile, approve and submit statements to Accounts Payable (DF211) by 26 September in order assure payment by 28 September.

* (U//~~FOUO~~) Requisitions (previously called Purchase Requests): All requisitions for continuing services contracts and immediate needs for October must be in FACTS as quickly as possible, but not later than 30 August. During the FACTS CONVERSION PERIOD, only emergency requirements will be processed. This will generally be limited to goods or services that are necessary to preserve the safety of personnel or some other life threatening matter. This small number of requirements will require mission approval at the SLT member level, acquisition approval by the Senior Acquisition Executive, and financial approval by the Chief Financial Manager.

* (U//~~FOUO~~) The Micro Purchase Credit Card program WILL BE operational during the FACTS CONVERSION PERIOD.

DOCID: 4315284

* (~~U//FOUO~~) The OrderIt catalog WILL BE accessible during the FACTS CONVERSION PERIOD by typing "go SCM" in Internet Explorer. Customers should limit their requests to essential needs only throughout the FACTS CONVERSION PERIOD. Requests that cannot be fulfilled using the Micro Purchase card will be delayed.

* (~~U//FOUO~~) MILSTRIP WILL NOT BE operational during the FACTS CONVERSION PERIOD.

* (~~U//FOUO~~) Receiving WILL continue to process receipt of goods through the Supply Chain Management (SCM) system.

(~~U//FOUO~~) Here's what you can do now to alleviate FACTS CONVERSION PERIOD concerns:

* (~~U//FOUO~~) Requisitions for continuing services and immediate needs must be in the system as quickly as possible, but not later than 30 August in order to reach DA3 by 14 September.

* (~~U//FOUO~~) Submit your travel expense reports to DF by 20 September for adjudication.

* (~~U//FOUO~~) Accounts Payable/Contracting Officers/Contracting Officer's Representatives should collaborate to ensure vendors submit invoices by 7 September to ensure payment prior to the FACTS CONVERSION PERIOD. CORs should continue to approve/certify invoices during the FACTS CONVERSION PERIOD so that payments may be made quickly when the system is back online.

* (~~U//FOUO~~) Share this information with field sites and partners.

(~~U//FOUO~~) Additional information concerning financial and acquisition related business processes during the FACTS CONVERSION PERIOD will soon be posted to the DF web page, accessible by typing "go FACTS CONVERSION" in your web browser. As the FACTS CONVERSION PERIOD draws closer, this web site will be continually updated with more detailed information.

(U) Check your e-mail for announcements regarding scheduled briefings that will begin in early August throughout the campus.

Mary P. (Terri) Fyock
Director, Business Management Integration

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315285

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: August 01, 2007

(U) EXECMessage-181: "Pres Release: Property Accountability a Priority"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [Redacted]

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

(U) Senior Executive Message from Dr. Prescott B. Winter,
NSA/CSS CTO

(U//~~FOUO~~) As the Agency's new Chief Technology Officer, I am committed to maintaining an accurate and complete Agency IT equipment baseline. To that end, the Technology Directorate (TD) is teaming with the Installations & Logistics (I&L) and Finance (DF) directorates to use the FY07 property inventory as a baseline of IT equipment, and as a basis for decisions on refreshing equipment during the coming year. Accountability of equipment is paramount in achieving a favorable financial audit opinion, and the Chief Financial Manager must be assured that our property accountability remains above reproach. Completion of the inventory of NSA-owned assets on 15 August 2007 will form the basis for ensuring that property accountability procedures meet audit standards.

(U) I&L will be conducting an audit of personal computing devices (PCDs), such as laptops, personal digital assistants (PDAs), etc., owned by the Agency or used by our personnel, regardless whether they are government-owned or furnished by a contractor. Our intent is to establish the baseline and follow with wall-to-wall inventories of PCDs every 90 days. To that end, the baseline will be established during FY08 and will be followed with quarterly audits.

(U) To ensure that the baseline is accurate, supervisors and managers at all levels must document all PCDs located during the inventory process. For all PCDs (whether or not on the official inventory) we will record the type of equipment (laptop, PDA, etc.), barcode (if any), serial number, organization, and POC. Responsible individuals will be held accountable for any unaccounted-for property.

(U) As we move to even greater rigor in our processes for acquiring technology, all supervisors and managers are reminded that individual-use purchases of PCDs shall only be done through contract mechanisms that are approved by TD. Individuals are prohibited from purchasing individual PCDs on government credit cards, Military Interdepartmental Procurement Requests (commonly known as MIPRs), or

Approved for Release by
NSA on 08-22-2016. FOIA
Case # 56155

DOCID: 4315285

any other contract vehicle not approved by the TD. And finally, individuals are reminded that hand receipts are required for all PCDs, including government owned, contractor acquired, and contractor provided equipment issued to any NSA personnel and affiliate regardless of location.

(U) The Director has requested that we ensure that this year's PCD audit is absolutely exhaustive. We need your commitment and personal attention to making this year's baseline assessment a success.

(U) More information from I&L about the audit process will be forthcoming. Thank you.

Dr. Prescott B. Winter
NSA/CSS CTO

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315286

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: July 25, 2007

(U) EXECmessage-180: "Lean Six Sigma Awareness "Whitebelt" Training"

Distribution: Senior Executive Message to the Workforce

POC: Renée Meyer



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

(U) Senior Executive Message from Renée Meyer, Associate Director for Education and Training

(U//~~FOUO~~) In February 2006, the Director, NSA approved the creation and implementation of a NSA/CSS Lean Six Sigma (LSS) Pilot Program for FY06,



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

LSS combines the two most important improvement trends of our time: making work "better" (using Six Sigma) and making work "faster" (using Lean Principles.) It is a structured approach to problem solving that uses customer focused methodology, applies data collection and analysis, and incorporates proven tools and techniques. A pilot approach was conducted March-October 2006 by infusing LSS into six mission-critical processes. Based on the breakthrough results and successes of these six pilot projects, the Director has approved a small scale, full deployment activity of the LSS Program at NSA/CSS.

(U//~~FOUO~~) To introduce the agency workforce to the Lean Six Sigma methodologies, the ADET Center for Acquisition, Business, and Systems Engineering (E5) has designed an online NSA/CSS LSS "Whitebelt" Awareness training course, PROJ 1041. This online course is offered on the classified desktop through VUPOINT at



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

(U//~~FOUO~~) The use of LSS methods is critical as a means to align NSA/CSS with the National Intelligence Strategy. We at NSA/CSS must rigorously and continuously improve our ability to define, measure, assess, improve, and learn from our performance to meet today's increasing and challenging requirements. Implementing a new tool or system is not an easy undertaking in any organization; it takes commitment, perseverance, and dedication on the part of each and every employee at every level. While this training is not mandatory, it will be time well spent.

Approved for Release by NSA
on 08-22-2016. FOIA Case #
56155

(U) For additional information regarding the Agency's LSS Program, please visit:

[Redacted]

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

(U//~~FOUO~~) Questions or comments regarding the LSS course content or execution may be directed to [Redacted] in E5.

Renée Meyer
Associate Director
for Education and Training

UNCLASSIFIED//FOR OFFICIAL USE ONLY




UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: July 16, 2007


(U) EXECMessage-179: "Pres Release: Technology Directorate Integrates Roadmaps"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter 

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

(U) Senior Executive Message from Dr. Prescott B. Winter,
NSA/CSS CTO

(U//~~FOUO~~) I am pleased to announce that the Technology Directorate has accomplished an important Management Business Objective by integrating the primary set of NSA/CSS architecture roadmaps – Transformation 3.0, Information Technology Services Initiatives, and Power, Space, & Cooling Management. Thanks to the diligence of the Enterprise Systems Engineering and Architecture (TE) team, led by Associate Director  the three roadmaps now have consistent time scales, formats, and context, and can be generated via the scheduling tool Primavera.

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

(U) An enterprise roadmap graphically displays the relationship between NSA's strategic goals, mission capabilities to satisfy those goals, and programs and projects that will deliver all necessary products and services to realize capabilities. Think of it as a very complex "to do" list, graphically portrayed in very detailed steps, intertwining and conjoining to produce desired results. All roadmap data are derived from program documentation, for example, the Program Management Plan, etc., and reside in single depository integrated with data for the NSA/CSS Enterprise Integrated Master Schedule.

(U) A roadmap is an important planning tool in that it will depict very detailed linkages between capabilities development and the ability to deploy those capabilities over a 2-year period with 3 months granularity or specificity.

(U) The integration of these roadmaps at this juncture is critically important in mapping the great multitude of necessary steps for these strategic mission imperatives to lead us to transformation of our enterprise architecture and the U.S. Cryptologic System. By linking these three roadmaps formally, we can now easily see—and plan for—the underlying IT infrastructure and power and cooling actions that must be taken before a mission capability is to be

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

DOCID: 4315287

delivered. Thus, mission capabilities drive all other processes.

(U//~~FOUO~~) Please join me in congratulating Kelly and his team on this accomplishment that benefits every NSA/CSS organization in our continued mission success. As always, please share your views via the CTO webpage by typing "go CTO" in your web browser.

Dr. Prescott B. Winter
NSA/CSS CTO

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: July 13, 2007

(U) EXECMessage-178: "ODNI's 500-Day Plan for Integration and Collaboration"

Distribution: Senior Executive Message to the Workforce

POC: [redacted] (b) (3)-P.L. 86-36

(U) Senior Executive Message from [redacted] NSA/CSS Deputy Chief of Staff (b) (3)-P.L. 86-36

(U//~~FOUO~~) The Associate Director of Planning, Requirements, and Performance (DR) proudly hosts:

ODNI's 500-Day Plan for Integration and Collaboration
Presented by [redacted] Deputy ADDNI for Strategy, Plans and Policy (b) (6)
Wednesday, 18 July 2007
1400-1500 hours
OPS 1 - Friedman Auditorium

(U) The purpose of this event is to share ODNI's insights on the development and implementation of the ODNI 500-Day Plan for Integration and Collaboration -- a plan that will directly or indirectly affect a wide segment of our workforce. NSA/CSS has been fully engaged in the development of this plan, which is designed to accelerate intelligence reform. We anticipate even broader participation from the NSA/CSS workforce when the plan begins implementation later this month. This is your opportunity to hear first-hand from the ODNI leadership about the plan.

(U) This session is a valuable opportunity for senior executives, managers and strategic planners, as well as anyone who is involved in the six DNI Priorities listed below:

- * Create a Culture of Collaboration
- * Foster Collection and Analytic Transformation
- * Build Technology Leadership and Acquisition Excellence
- * Modernize Business Practices
- * Accelerate Information Sharing
- * Clarify and Align DNI's Authorities

(U) This event will be VTC accessible. Please see your local VTC coordinator for room information.

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155 2008 2:50 PM

DOCID: 4315366

(U) Thank you for your interest in this most important plan. We hope to see you there!

(U) FRAGRANCE NOTICE: The Agency is committed to being a model employer. To this end, to be mindful of those employees whose sensitivity to fragrances may be heightened, we are encouraging participants at Agency-sponsored events to refrain from wearing, or reduce their use of, scented products (e.g., perfume, cologne, etc.).

Ethan L. Bauman
NSA/CSS Deputy Chief of Staff

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: July 11, 2007

(U) EXECMessage-177: "Pres Release: Technology Directorate Organizations Determined, with Collaboration as Priority"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [redacted]

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

(U) Senior Executive Message from Dr. Prescott B. Winter, NSA/CSS CTO

(U) Now that we've discussed the Chief Technology Officer (CTO) functional and administrative responsibilities, I'd like to explore the decision DIRNSA and the Senior Leadership Team (SLT) made, regarding potential future additions to the Technology Directorate (TD). Detailed analysis of our critical collaboration with NSA/CSS organizations will result in the further realignment of many of our technology efforts under the functional authority of the CTO. The end result will produce a much tighter integration of these efforts with our mission infrastructure and analytic capabilities.

(U) First, however, it is beneficial to discuss the Technology Directorate (TD) structure, since it demonstrates the importance of our collaborative role. Following is a list of the major organizational components of the TD. This is not a final organizational structure; rather, it is transitional, to be developed further as the TD and its missions are deployed and other responsibilities are assigned:

(U//FOUO)

[redacted]

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

- TE -
- TS -
- Office
- TI -
- TC -
- T1 -
- T2 -
- T3 -
- T4 -

(U//FOUO)

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155



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

(U) As mentioned above, TD organizations will place among their highest priorities collaboration with the Signals Intelligence and Information Assurance directorates, Joint Functional Component Command-Network Warfare (JFCC-NW), as well as other NSA/CSS equities, among them:

* (U//~~FOUO~~) NSA/CSS Commercial Solutions Center (NCSC).



* (U//~~FOUO~~) Research Directorate (RD).



* (U//~~FOUO~~) Senior Acquisition Executive (SAE).



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

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

(U//~~FOUO~~) As always, please share your views via the CTO webpage by typing "go CTO" in your web browser.

Dr. Prescott B. Winter
NSA/CSS CTO

UNCLASSIFIED//~~FOUO~~ OFFICIAL USE ONLY

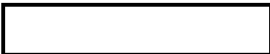
UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: July 08, 2007

(U) EXECMessage-176: "Agency Training Plan Development"

Distribution: Senior Executive Message to the Workforce

POC: Renee Meyer



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

(U) Senior Executive Message from Deborah A. Bonanni,
NSA Chief of Staff

(U) In the 2005 assessment of NSA/CSS, the Department of Defense (DoD) Combat Support Agency Review Team (CSART) cited the need for an Agency Training Plan (ATP). The purpose of the plan is to ensure that NSA/CSS can quickly and effectively build the cryptologic skill sets necessary to address the rapidly and constantly changing threat environment. Education and training play an essential role in supporting combat operations, NSA/CSS' strategic goals, and Transformation 3.0.

(U) In July 2007, the Associate Directorate for Education and Training (ADET) will begin the critical task of developing an ATP for NSA/CSS. The ATP will be based on the newly approved Agency Mission Essential Task List (AMETL), which consists of: 1) Provide SIGINT, 2) Provide Information Assurance, 3) Enable Network Warfare, and 4) Sustain the Enterprise. The ATP will align with the Office of the Director for National Intelligence (ODNI) and DoD intelligence training directives and initiatives.

(U) Developing the ATP is an Enterprise-wide activity, and your participation is critical. Together, we must examine all current training activities (formal and informal), identify and assess all training requirements, and document any shortfalls in our ability to meet these requirements. Implementation of the ATP will link training requirements to resources needed to maintain a responsive readiness posture. As training shortfalls are identified, the Agency will also develop and submit a Joint DOTMLPF Change Recommendation (DCR) to the Joint Staff to address the resources required to address these shortfalls.

(U) Shortly, ADET will request that the Directorates, Associate Directorates, Skill Community Directors, and other organizations provide one subject matter expert and alternate to participate in the development of the plan. I expect all components of NSA/CSS to support ADET in developing a thorough, end-to-end training plan for

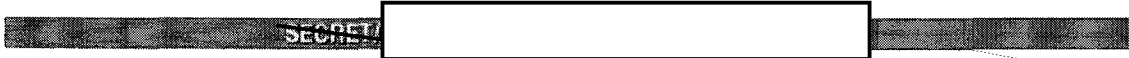
Approved for Release by NSA on
08-22-2016, FOIA Case # 56155

DOCID: 4315368

NSA/CSS.

Deborah A. Bonanni
Chief of Staff

UNCLASSIFIED//FOR OFFICIAL USE ONLY



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

Posted on: July 08, 2007

(U) EXECMessage-175: "Pres Release: CTO Administrative Role and Leadership Appointments"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter 




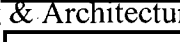
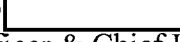
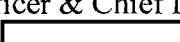
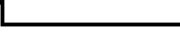
(b) (3)-P.L. 86-36

(U) Senior Executive Message from Dr. Prescott B. Winter,
NSA/CSS CTO

(U//~~FOUO~~) In the last "Pres Release" of my series, I discussed my functional role as Chief Technology Officer (CTO), which touches everyone in the Enterprise, and informed you of some organizations that would be administrated by the CTO. Today, I would like to discuss the decision made by DIRNSA and the SLT regarding the administrative organization that underpins my functional role.

(U//~~FOUO~~) For the past several weeks, our transition team has worked tirelessly to ensure the smoothest transition of Agency staff and resources to the CTO function. While I expect that many, but not all, NSA/CSS organizations that today operate and acquire technology to be under the administrative umbrella of the CTO, this will not happen immediately because of the need to create new business processes. I am also dedicated to maximizing collaboration with other NSA/CSS equities. I appreciate your patience as we continue our work.

(U//~~FOUO~~) I am pleased to announce these leadership appointments to the Technology Directorate, which will carry the "T" organizational designator. These appointments, the first to comprise the management fabric of NSA/CSS technology leadership, represent a cross-section of our technological expertise:

- (U//~~FOUO~~)  - Deputy Director, Special Projects
- (U//~~FOUO~~)  - Chief of Staff (T09)
- (U//~~FOUO~~)  - Associate Director, Enterprise Systems Engineering & Architecture (TE)
- (U//~~FOUO~~)  - Associate Director, Chief Information Security Officer & Chief Information Officer Staff (TS)
- (U//~~FOUO~~)  - Deputy Director, Mission Capabilities (T1)
- (U//~~FOUO~~)  - Associate Deputy Director, Mission Capabilities (T1)
- (U//~~FOUO~~)  - Deputy Director, Business Capabilities

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

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

DOCID: 4315369

(T2)

(U//~~FOUO~~) [redacted] - Deputy Director, Enterprise Information Technology Services (T3)

(S//REL) [redacted] - Deputy Director, Hosting & Management Services (T4)

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

(U//~~FOUO~~) In coming weeks, we expect to:

- * Implement action to rationalize analytic capabilities, leading to broader, faster, and more coherent access to all data for analysts and machine systems, using fewer but more powerful tools.
- * Continue development of business processes linked to NSA/CSS architectures to manage and report implementation, finance, and acquisition activities.
- * Further develop Missions and Functions statements and organizational structure to Alpha+2 of the Technology Directorate.

(U//~~FOUO~~) I appreciate very much the comments and questions that I have received to date and welcome more. Please provide input via the CTO webpage by typing "go CTO" in your web browser.

Dr. Prescott B. Winter
NSA/CSS CTO

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

[redacted bar]

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



UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: June 26, 2007

(U) EXECMessage-174: "Policy Reminder on Exchanging Gifts with Foreign Partners"

Distribution: Senior Executive Message to the Workforce

POC:



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

(U) Senior Executive Message from Gary L. Grantham, Principal Director for Foreign Affairs

(U) Many of us work with foreign partners, and often those partners express their gratitude by giving a small gift. In some instances, gifts from foreign partners are official tokens from the foreign government, and in other instances they may be personal gifts from an individual. Even though there may be situations and cultural differences that appear to encourage exchanging gifts, only certain NSA/CSS individuals have authority to present official gifts, and the exchange of personal gifts between any NSA/CSS individual and a representative of a foreign partner is not encouraged. In either case, Agency employees should become familiar with the restrictions and reporting requirements governing the exchange of both official and personal gifts with representatives of foreign governments (NSA/CSS Policy 1-14, Exchange of Gifts with Foreign Partners).

(U) If you have received a gift from a representative of a foreign partner, or if you are considering presenting a gift to a foreign partner, you need to be aware of what you may or may not do regarding giving or receiving gifts from foreigners. Do you know when you can legally keep a gift? When does a gift have to be reported? What do you do if you are offered a very expensive gift? What's the correct protocol for these situations? If these questions left you curious or concerned, you should review NSA/CSS Policy 1-14. The bottom line is that it is your responsibility to know the rules and restrictions on exchanging gifts with foreign partners before you meet with any foreigner.

(U) NSA/CSS Policy 1-14 outlines Agency policy on giving or accepting gifts that exceed a minimum dollar value and requires Agency personnel to report all gifts received from foreign partners that are valued at more than \$20.00. The policy is available at:



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

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315370

(U) Annually, NSA/CSS employees are required to report to the Foreign Affairs Directorate (FAD) all gifts they may have received that are valued at more than \$20.00. To report a gift to FAD, use the form, Notification of Receipt of Gift From Foreign National. The completed form should be forwarded to DP09, OPS 2A0840, Suite 6287. It's easy to fill out, and reporting a gift avoids the perception of impropriety and avoids potential legal issues.

(U) You can reach FAD via the NSAnet (go FAD) or by phone 963-1157 (FAD Directorate Staff) if you have questions regarding dealing with foreign partners. If you have any questions concerning giving and/or receiving gifts, the Standards of Conduct Office can assist you. That office may be reached via NSAnet (go GC) or by phone at 963-6786 or [REDACTED]

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

Gary L. Grantham
Principal Director for Foreign Affairs

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: June 13, 2007

(U) EXECMessage-171: "Laying the Groundwork to Make an Impact: D/DIR Hosted EEO and Diversity Forum - 28 June 2007"

Distribution: Senior Executive Message to the Workforce

POC:

[Redacted]

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

(U) Senior Executive Message from Linda M. Grimm, Director, Equal Employment Opportunity and Diversity (EEO)

(U//FOUO) As the Director of NSA's newly aligned Directorate of EEO, I am proud to partner with the Agency's Senior Leadership Team (SLT) in building and maintaining a culture of inclusion and fairness that allows every employee the opportunity to have a positive impact on our mission of protecting the nation. Our goal is to help recruit, retain, and advance a diverse workforce that not only reflects the face of America, but also reflects the best of America.

(U) On 28 June 2007, please join us in an EEO and Diversity Forum hosted by the D/DIR in the Friedman Auditorium from 1430-1530 hours. At that time, we will brief the workforce regarding the state of diversity at NSA, the challenges we face, and strategies for the way ahead. I recently briefed the SLT on the state of EEO and Diversity at NSA, and I am looking forward to sharing this information with you. This forum will provide an opportunity to dialog directly with the D/DIR on these important issues.

(U) To register for this event, go to the URL below:

[Redacted]

(U) You may also send the D/DIR questions in advance at:

[Redacted]

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

(U) The forum will be broadcast in other auditoriums via NEWSMAGAZINE and will also be videotaped for later rebroadcasts. Field sites may request VTC of the event at:

[Redacted]

or by typing "go vtc" in the web browser.

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315371

(U) We are all here for one reason — to make an impact. I hope you can join us for the EEO and Diversity Forum on 28 June.

Linda M. Grimm
Director, Equal Employment Opportunity and Diversity

UNCLASSIFIED//FOR OFFICIAL USE ONLY

CONFIDENTIAL [Redacted]

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

Posted on: June 11, 2007

(U) EXECMessage-170: "Part II: CTO Role Touches Everyone"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [Redacted]

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

(U//~~FOUO~~) As promised in the initial "CTO Pres Release":

[Redacted]

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

we are using the Exec Message series to explore the broader context of decisions DIRNSA and the Senior Leadership Team made regarding the functions and organizations of the Chief Technology Officer (CTO). Our intent is that these messages will lay the groundwork regarding the new CTO function before we discuss other topics of importance.

(U//~~FOUO~~) The first decision, standing up the office of the CTO and its authorities on 14 May, has been widely publicized through town meetings, on our CTO web page and on the Technical Architecture Governance Team's wiki, to name a few communications and venues. The CTO is the governing authority for all technical capability necessary to successfully execute the missions of NSA/CSS. My responsibility as CTO is to govern, develop, field, operate, and sustain the Agency's technical baseline, freeing mission organizations to focus on operations rather than technology.

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

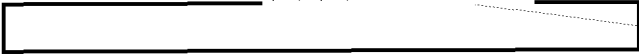
(S) [Redacted] People often ask me whether they will be part of the CTO organization. This is an important question, and I appreciate the fundamental need to know one's supervisors.

[Redacted]

(U//~~FOUO~~) It is important to realize that whatever our final CTO organizational structure, its success depends entirely upon effective collaboration across organizational lines. This is a principal tenet

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315372



in the management of the CTO organization and in our dealings with all NSA/CSS organizations and the workforce-at-large. For that reason, the CTO role touches everyone across the Enterprise, whatever aspect of the mission you are working or enabling.

(U) Our Agency has many technically savvy people, and we look forward to working through this transition with you. I'd like to hear your feedback through the CTO web page. You can reach the page by typing "go cto" into your web browser.

Dr. Prescott B. Winter
NSA/CSS Chief Technology Officer

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007

20320108 (b) (1)

CONFIDENTIAL



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

SECRET

(b) (1)

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

Posted on: June 04, 2007

(U) EXECMessage-169: "USD(I) Letter to the Baltimore Sun"

Distribution: Senior Executive Message to the Workforce

POC:

[Redacted]

~~(S//REL)~~ Senior Executive Message from Mie P. Cook, Chief, Directorate Services and Communications

(U//~~FOUO~~) Undersecretary of Defense for Intelligence(USD(I)) James Clapper wrote the following letter to the Baltimore Sun in response to recent articles - and erroneous conclusions - published about NSA. The letter is provided courtesy of the Office of the Secretary of Defense, Public Affairs Office:

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

[Redacted]

(U) The edited version of the letter, as published by the Sun on 2 June 2007, can be read here:

[Redacted]

(U) Original Version:

To the Editor,

I'd like to offer my perspective regarding the issues raised in the Baltimore Sun's May 17 article titled "NSA Leaders Pressed To Explain Report Faulting Agency Culture," and the subsequent editorial published May 20 titled, "What's that again?"

For over 50 years, NSA has been essential to the defense of this nation. It has exposed spies, revealed the war plans of enemies, discovered the policies and intentions of foreign governments and terrorist organizations, and provided critical intelligence to war planners and war fighters from the Korean War to the global war on terror.

Since the late 1980's, the world has undergone a staggering expansion in telecommunications. For decades, NSA's principal targets were lumbering politburos and People's Armies. Today's environment, by contrast, features a multi-trillion-dollar telecommunications industry, 18-month product lifecycles, global networks, cheap and easily implemented encryption, and the near-constant introduction of

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

disruptive technologies. Despite this virtual tidal wave of change, NSA continues to produce the critical intelligence for and support to military operations and other critical issues facing the nation everyday.

The agency's current successes - if only one could publicize them - are at times astonishing. Yet keeping pace with them for the future will be its greatest challenge. This will not happen without leadership, vision, and, most importantly, the courage to ask whether the practices and structures that serve us well today will continue to do so in the future.

It is in this context that the NSA leadership commissioned an internal assessment of the agency's future architecture. The teams involved in the studies were urged to be candid, even critical, and communicate their findings clearly and unequivocally. Not all of the conclusions were pretty - unvarnished self-evaluations seldom are - but NSA's team did not hide or hide from the problems; they moved forward with recommendations to solve them.

Much of NSA's work is necessarily kept secret, but the existence of this study was not. I knew about the review, as did others in the intelligence and defense leadership and the Congress. The team's work and results have been widely distributed within NSA itself. The use of internal studies as a deliberate technique designed to identify problem areas that need fixing reflects the candor and courage that leadership must provide.

As one of NSA's key stakeholders, I am impressed with the innovation and improvements the agency makes on a daily basis. These improvements include not just successfully executing its missions, but also responsibly managing the resources with which the nation has entrusted it.

James R. Clapper, Jr.
Undersecretary of Defense for Intelligence

(U) Edited Version:

Baltimore Sun

Letters to the Editor
June 2, 2007

NSA shows courage to confront its flaws

For more than 50 years, the National Security Agency has been essential to the defense of this nation ("NSA leaders pressed to explain report faulting agency culture," May 17, and "What's that again?" editorial, May 20).

It has exposed spies, revealed the war plans of enemies, discovered the policies and intentions of foreign governments and terrorist organizations and provided critical intelligence to war planners and war fighters from the Korean War to the global war on terror.

But since the late 1980s, the world has undergone a staggering expansion in telecommunications.

For decades, NSA's principal targets were lumbering politburos and people's armies.

Today's environment, by contrast, features a multitrillion-dollar telecommunications industry, 18-month product lifecycles, cheap and easily implemented encryption programs and the near-constant introduction of disruptive technologies.

Despite this virtual tidal wave of change, NSA continues to produce the critical intelligence to support military operations.

The agency's current successes - if only one could publicize them - are at times astonishing. Yet maintaining such success in the future will be its greatest challenge.

It is in this context that the NSA leadership commissioned an internal assessment of the agency's future architecture.

The teams involved in the studies were urged to be candid, even critical, and communicate their findings clearly and unequivocally.

Not all of the conclusions were pretty. But NSA's team did not hide or hide from the problems; they moved forward with recommendations to solve them.

Much of NSA's work is necessarily kept secret. But the existence of this study was not. I knew about the review, as did others in the intelligence and defense community's leadership and in Congress.

The teams' work and results have been widely distributed within NSA.

The use of internal studies as a deliberate technique designed to identify problem areas that need fixing reflects the candor and courage that leadership must provide.

James R. Clapper Jr.
Washington

The writer is undersecretary of defense for intelligence.



Mie P. Cook
Chief
Directorate Services and Communications

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

**DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108**



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

DOCID: 4315374

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: May 31, 2007

(U) EXECMessage-168: "Important Payroll Information"

Distribution: Senior Executive Message to the Workforce

POC: Payroll [eformstimesheet@nsa.ic.gov]

(U) Senior Executive Message from Bonnie Kind, Chief Financial Manager/Comptroller

(U) In an effort to increase efficiency of the civilian timesheet process, the Payroll Office initiated an electronic timesheet (E-Timesheet) pilot program last December. Agency timekeepers participated in the pilot, which eliminated the printing of hard copy timesheets and established an E-Forms version available via NSAnet. The new E-Timesheet also included digital signature functionality for employees and certifiers.

(U) With the successful completion of the pilot program, the Payroll Office is moving into Phase 1 of the E-Timesheet Initiative; eliminating bulk printing of Agency timesheets. Effective pay period #14-07, beginning 24 June 2007, hard copy timesheets will no longer be printed and mailed from the Payroll Office.

(U) How will this affect you?

(U) PHASE 1 - Beginning 24 June 2007

(U) XM Timesheet Users – Phase 1 will have no impact. You can continue to use XM Timesheet as you do today.

(U) Non-XM Timesheet Users – Beginning 24 June 2007, you will no longer receive hard copy timesheets by mail. Instead, you must use the E-Timesheet via the Payroll Office web page:

[Redacted URL]

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

or type "go e-timesheets" in your web browser. Detailed instructions for employees are provided via the web page and Agency timekeepers have received additional guidance.

(U) Future enhancements of the E-Timesheet will be implemented in phases and will provide greater efficiency and accuracy to the timesheet process.

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

(U) PHASE 2 - Scheduled release October 2007

(U) This phase will incorporate basic calculations and validation of reported Time & Attendance (T&A) data in accordance with the indicated alternate work schedule (AWS code) requirements. This phase will also include several template design changes and will bring the E-Timesheet in line with current XM Timesheet functionality.

(U) PHASE 3 - Scheduled release Spring 2008

(U) This phase will allow for direct (digital) input of T&A data via an interface with the Defense Civilian Payroll System (DCPS); eliminating the need for manual transcription. This phase will also remove the need for manual scanning of the timesheets into the payroll record keeping system.

(U) For questions regarding E-Timesheets, please see your timekeeper or the E-Timesheets Frequently Asked Questions (FAQ) page at:

[Redacted URL]

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

If questions cannot be answered by your timekeeper and are not addressed on the FAQ page, please send e-mail to DL EFORMSTIMESHEET or eformstimesheet@nsa.ic.gov.

Bonnie Kind
Chief Financial Manager/Comptroller

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315373

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: May 25, 2007

(U) EXECMessage-167: "Domain Name System Policy"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [redacted]

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

(U) The Domain Name System (DNS) is a critical part of our enterprise IT infrastructure. DNS provides the mechanism to translate from IP addresses to hostnames and vice versa. It is a vital tool in enabling collaboration and information sharing, as well as a security check for which hosts are legitimately part of the NSA/CSS enterprise.

(U) Since July of 2002, NSA/CSS has had a policy in place that mandates migrating away from the legacy .nsa domain and building a unified nsa.ic.gov domain. Visit the following URL to read the policy:

[redacted]

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

Making this change will enable NSA/CSS to better integrate into the Intelligence Community (IC) DNS space administered by DIA, and thus help NSA/CSS meet ODNI's guidance for better collaboration and information sharing with our IC partners.

(U//~~FOUO~~) The migration to nsa.ic.gov has been slow, and ITD still gets requests to create new domains in the .nsa DNS space. This is not in the best interests of NSA/CSS. To get NSA/CSS moving towards fulfilling the provisions contained in the July 2002 DNS policy, I have taken the following steps:

1) As of 1 May 2007, no more domains will be created in the .nsa DNS space. All new domains must be created in the nsa.ic.gov DNS space.

2) [redacted] has written the NSA/CSS DNS Namespace Standard that provides naming guidance for the NSA/CSS enterprise. To get to this document, go to:

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

[redacted]

and look under DNS. This living document will be used as definitive guidance for domain names at NSA.

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

DOCID: 4315373

3) I am commissioning a working group under the Directory Services Board known as the IP Address Management (IPAM) working group. The purpose of this group is to make recommendations regarding services that provide IP-to-name, name-to-IP address resolution for IP networks, integration of enterprise services into DNS, development of the DNS namespace and associated resource record types and IP management services for maintaining these services.

(U) The IPAM-WG will resolve outstanding issues in moving towards the unified DNS space NSA/CSS needs. Further direction on migrating from the legacy .nsa DNS space to the nsa.ic.gov DNS space will be detailed in forthcoming communications. If you have comments or questions, please go to the IPAM Working Group Wiki (copy and paste links into your PKI-enabled browser window:

[redacted] or the IPAM Working Group blog [redacted]. I look

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

forward to your active participation in making this necessary transition a success.

Dr. Prescott Winter
NSA/CSS Chief Information Officer

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED FOR OFFICIAL USE ONLY

Posted on: May 09, 2007

(U) EXECMessage-164: "Information Systems Security Awareness"

Distribution: Senior Executive Message to the Workforce

POC: Kevin P. Ford [Redacted]

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

(U//~~FOUO~~) As you heard recently from the Director, we each have responsibilities "to ensure the security of our information and the continued availability of our information technology assets."

[Redacted]

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

As you know, our SIGINT, Information Assurance (IA), and the Joint Functional Component Command for Network Warfare (JFCC-NW) missions can be successful only when our Information Technology Infrastructure (ITI) is available and secure. Just as NSA is interested in collecting foreign intelligence, NSA resources are targets for foreign intelligence collection. We must guard against all threats, to include insiders, in order to make sure our IT is robust and ready to support our nations' security needs.

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

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

[Redacted]

(U//~~FOUO~~) Some things we all must do to ensure security and availability:

- (U) Be vigilant.
- (U//~~FOUO~~) Prevent the introduction of malicious code: do not download unauthorized data from the internet or other electronic media. Protect our ITI from malicious code including worms, viruses, and Trojans that could damage or destroy our SIGINT and IA capabilities.
- (U//~~FOUO~~) Limit the use of bandwidth on the unclassified system for non-mission activities. This could result in the unintended

Approved for Release by NSA on 08-23-2016. FOIA Case # 56155

consequence of denying service to our mission elements.

- (U//~~FOUO~~) Lock your screen when leaving the area. Do not let others masquerade as you or access data for which they are not cleared (protect the ITI from an insider threat).

- (U//~~FOUO~~) Do not divulge classified information on the Internet.

- (U//~~FOUO~~) Notify the Security Health Officer (SHO) if you are aware of unusual happenings on the system, 963-5636:

[Redacted]

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

(U//~~FOUO~~) Remember, U R critical to secURity! The following documents are always available for your reference:

- NSA/CSS Policy 6-3, NSA/CSS Operational Information Systems Security Policy

[Redacted]

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

and NSA/CSS Manual 130-1, Operational Information Systems Security Manual

[Redacted]

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

(U//~~FOUO~~) Stay tuned for information about the updated refresher course in the near future. If you have any questions, please contact your ISSPM:

[Redacted]

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

Kevin Ford
Director for Information Technology, Chief Information Officer

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315382

UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Posted on: April 01, 2007

(U) EXECMessage-162: "Pay Modernization Update"

Distribution: Senior Executive Message to the Workforce

POC: DL MA_PROJ_DEV [ma_proj_dev@nsa.ic.gov]

(U) Senior Executive Message from John Taflan, Associate Director for Human Resources

(U) In a recent NSA Daily article: "Compensation at NSA: Staying Competitive," the question was posed, "Are NSAers paid more, less or about the same as their peers in private industry?" According to the data that the Agency's Compensation and Performance Management Team has compiled, on average, NSA offers salaries that are VIRTUALLY THE SAME as those offered by private industry for the employees with similar skills. The Agency, as a whole, pays 98% of the salary of its private sector competitors.

(U) While we may be paying competitively overall, we can improve the linkage between pay and rewards to actual performance. In EXECMessage-134, March 2006, I informed you of the Office of the Director of National Intelligence (ODNI) effort to develop a "pay for performance" compensation system for the Intelligence Community (IC). We are making progress toward this goal.

(U) The new system being proposed by the DNI is aligned with initiatives of the Under Secretary of Defense for Intelligence (USD(I)). It will impact the work structures, pay structures (pay banding), recruitment and staffing procedures, performance management systems, and awards and recognition programs across the IC. This integrated human resource system will more closely link pay to performance and results. More importantly, it will further unite the IC through a common Human Resources (HR) architecture with shared HR policies and practices to support the high caliber workforce sustaining the national intelligence mission. Seniors across the IC have already moved to a pay-banded "pay for performance" system.

(U) Implementation of this new system at NSA will be phased in as follows:

- Implement new performance management system in FY09
- Convert to occupational and pay structures in FY10

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

- Conduct first performance payout in FY11

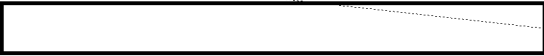
(U) The Associate Directorate of Human Resources (ADHR) will provide the NSA workforce with training opportunities and detailed information as we phase in the new system.

(U) The ODNI and USD(I) have set a high priority on implementing a unified and comprehensive HR system for the IC workforce. I am confident that the new system will better support our workforce by enhancing and promoting a results-oriented performance culture.

John Taflan
Associate Director
for Human Resources

(U) "HR: TRUSTED, VALUED PARTNER" – Delivering HR Solutions to the Global Workforce

UNCLASSIFIED//FOR OFFICIAL USE ONLY



UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: April 24, 2007

(U) EXECMessage-163: "45-Day Study Team Shares its Recommendations with You"

Distribution: Senior Executive Message to the Workforce

POC:



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

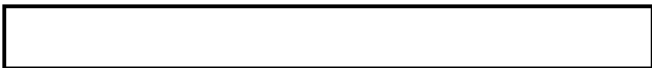
(U) Now that LTG Alexander has announced the establishment of a Chief Technology Officer (CTO) for NSA and named Dr. Pres Winter as our first CTO, the work of the three 45-day study teams is almost over – but not quite!

(U) What remains to be done? Sharing both what we have learned and recommended with all of you, which in my opinion is the most important part of all.

(U) During the Director's Town Meeting of 5 April 2007, I had the opportunity to briefly describe the recommendations that my team, the Technical Architecture Governance Team, made to LTG Alexander and the Senior Leadership Team (SLT). If you had the chance to attend or to see the session via VTC, you may recall that one of our recommendations was intended to increase the transparency of information.

(U) That is why I'm excited that LTG Alexander, Mr. Inglis, and Dr. Winter have encouraged us to discuss our recommendations, post our documents, and explain the context behind the creation of the CTO with all Agency employees. We want to share the insight we received from talking with 45 present and former experts and leaders in our field, our recommendations and the reasons we made them.

(U) To that end, the Technical Architecture Governance Team is pleased to unveil our new wiki page containing the recommendations that we made to the Senior Leadership Team, along with additional background information. You can access the wiki by using the following link:



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

(NOTE: You may have to copy and paste this into your web browser.)


(U) Are you wondering what recommendations you would have made if

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

DOCID: 4315383

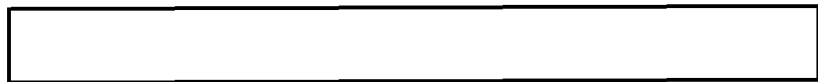


you were on the Team? We certainly have! One of the documents on the WIKI, "Collaborate on TAG Team Recommendations", allows you to edit or change our final report as a way to share your ideas and let us know what you think. To make your contributions please go to our wiki. Please note that this invitation to collaborate can only be extended to our Government (military & civilian) personnel. Agency policy is, of course, an inherently governmental function that can only be performed by Government personnel. As our contractor personnel already know, contractor or contractor personnel costs expended in relation to this wiki site may not be billed against a Government contract.

(U//FOUO) In addition to the WIKI, Technical Architecture Governance Team members will also be speaking in various forums and brown-bag luncheons over the coming weeks, and will be working with Dr. Winter to create a "CTO Transition WIKI" to share regular updates regarding decisions being made and the path ahead. If you are interested in arranging for a briefing or luncheon, please contact  on 963-7598.

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

(U) Finally, it's important to note that these documents contain our recommendations to LTG Alexander and the SLT - recommendations that may or may not be accepted. We ask that you keep this in mind as you review the documents as not everything you read has been agreed to or will be implemented. For the facts on what has been decided to date, please read "Chief Technology Officer Questions & Answers" on the Director's Home Page by clicking on the following link:



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

(U) Our thanks to LTG Alexander, Mr. Inglis, and Dr. Winter for encouraging us to share these documents - originally intended only for the SLT - with all of you. Our hope is that by doing so you will not only better understand why we making these changes and your role in them, but also help up improve them as we prepare to formally stand-up the CTO on 14 May 07. We look forward to continued engagement over the next few months and welcome your ideas!



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

Leader, Technical Architecture Governance Team
D/Chief, Cryptanalysis and Exploitation Services (S31)

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: May 18, 2008

(U) EXECmessage-223: "Federal Agency Employee Contacts with Presidential Campaigns"

Distribution: Senior Executive Message to the Workforce

POC: [redacted] (b) (3) - P.L. 86-36

(U) Senior Executive Message from [redacted] Associate General Counsel (Ethics and Fiscal Law), Designated Agency Ethics Official (b) (3) - P.L. 86-36

(U//~~FOUO~~) POLITICAL ACTIVITIES ALERT: The Counsel to the President recently put out a memorandum entitled, "Federal Agency Employee Contacts with Presidential Campaigns." The memorandum requires prior approval for certain campaign contacts and sets out procedures. The text of the memorandum can be found at:

[redacted] (b) (3) - P.L. 86-36

(U//~~FOUO~~) For more information on political activities, please visit the web pages of the Ethics and Fiscal Law Office, OGC at:

[redacted] (b) (3) - P.L. 86-36

or contact an Agency ethics attorney by calling 963-6786.

[redacted] (b) (3) - P.L. 86-36
Associate General Counsel (Ethics and Fiscal Law)
Designated Agency Ethics Official

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by NSA
on 08-22-2016. FOIA Case #
56155

[Redacted]

(b) (3) - P.L.

~~CONFIDENTIAL~~ [Redacted]

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

Posted on: June 08, 2008

(U) EXECMessage-227: "Pres Release: Extending the Information Technology Enterprise Management System Will Facilitate Transformation"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [pbwinte@nsa]

(U//~~FOUO~~) To do our job of keeping the Nation secure, NSA must have the most reliable information technology (IT) infrastructure possible. To accomplish this, we must have real-time information on the health and status of our networks and systems – with immediate knowledge of what's working, what isn't, and what's at risk.

(C//REL) [Redacted]

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

[Redacted] I am pleased to report that we are bringing a more robust enterprise management capability on line under our ITEMS (Information Technology Enterprise Management System) program.

(U//~~FOUO~~) ITEMS will provide NSA's first end-to-end configuration management database, key metrics, accelerated and predictive troubleshooting associated with IT systems, and vastly superior information to better manage our power, space, and cooling challenges. Additionally, the metrics ITEMS provides will support improved mission performance, increased agility, streamlined operations, and a reduced total cost of ownership for our massive infrastructure.

(U//~~FOUO~~) To facilitate our aggressive progress, the ITEMS team will be contacting your organization to implement new standardized processes, to train staff on the EMS toolset, and to set up the remaining devices on the IT infrastructure. Organizations can begin installing agents on their devices immediately by contacting the ITEMS Inventory and Instrumentation team at ITEMS_CON_INSTR@nsa.ic.gov

(C//REL) [Redacted]

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

[Redacted]

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

DOCID: 4315504

(U//~~FOUO~~) You can direct your questions regarding ITEMS to the ITEMS Program Management Office at "DL ITEMS PMO," or by contacting

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

or directly.

Dr. Prescott B. Winter
NSA/CSS CTO

DERIVED FROM: NSA/CSSM 1-52

DATED: 8 January 2007

DECLASSIFY ON: 20320108

DERIVED FROM: NSA/CSSM 1-52

DATED: 8 January 2007

20320108

CONFIDENTIAL//COMINT

(b) (1)

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



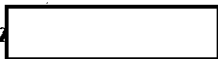
UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: June 03, 2008


(U) CORRECTION: EXECMessage-226: "NSA Research Employee Wins Two Awards From Sun Microsystems"

Distribution: Senior Executive Message to the Workforce



POC: Dr. James R. Schatz



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

(U//~~FOUO~~) This is a correction to EXECMessage-226; Mr.  works in the Research Directorate, not CTO.

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


(U//~~FOUO~~) Please join me in recognizing and congratulating   who is the recipient of not just one, but two Sun Microsystems Federal Innovation in Government Technology Awards. Steve was recognized for his achievements under the categories of open-source and security.

(U) Sun Microsystems recently recognized federal and industry employees who best exemplify innovation and creativity across key U.S. government sectors at their first awards ceremony. The Sun Microsystems Federal Innovation in Government Technology Award endorses and promotes the creation and sharing of security and open-source best practices. Individuals who receive this award have:

* Shown sustained exceptional leadership in federal government service involving the use or development of security and open source information technology solutions,

* Inspired co-workers to higher achievement within the federal government market, and

* Demonstrated courage on the job to take risks by using innovative approaches to address federal government market challenges.

(U//~~FOUO~~)  has been working with Sun Microsystems to bring the FLASK mandatory access controls first demonstrated in SELinux to the Solaris™ operating system, and we are pleased he received this well-deserved recognition. Once again, congratulations Steve, excellent job!!!

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

Dr. James R. Schatz
Research Director

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155



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

UNCLASSIFIED//FOR OFFICIAL USE ONLY



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

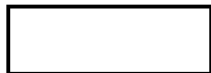
UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: June 02, 2008

(U) EXECMessage-226: "CTO NSA Employee Wins Two Awards From Sun Microsystems"

Distribution: Senior Executive Message to the Workforce

POC: Dr. James R. Schatz



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

(U//~~FOUO~~) Please join me in recognizing and congratulating



who is the recipient of not just one, but two Sun Microsystems Federal Innovation in Government Technology Awards. Steve was recognized for his achievements under the categories of open-source and security.


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

(U) Sun Microsystems recently recognized federal and industry employees who best exemplify innovation and creativity across key U.S. government sectors at their first awards ceremony. The Sun Microsystems Federal Innovation in Government Technology Award endorses and promotes the creation and sharing of security and open-source best practices. Individuals who receive this award have:

* Shown sustained exceptional leadership in federal government service involving the use or development of security and open source information technology solutions,

* Inspired co-workers to higher achievement within the federal government market, and

* Demonstrated courage on the job to take risks by using innovative approaches to address federal government market challenges.

(U//~~FOUO~~)  has been working with Sun Microsystems to bring the FLASK mandatory access controls first demonstrated in SELinux to the Solaris™ operating system, and we are pleased he received this well-deserved recognition. Once again, congratulations Steve, excellent job!!!

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

Dr. James R. Schatz
Research Director

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: May 14, 2008

(U) EXECMessage-222: "Pres Release: Computer Science Development Programs Will Benefit Staff, Support Mission"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [REDACTED]

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

(U) Senior Executive Message from Prescott B. Winter, NSA/CSS CTO

(U//~~FOUO~~) I am pleased to announce the launch of initiatives by the Senior Computer Science Authority (SCSA) of the Technology Directorate to increase the number of qualified computer science staff at NSA/CSS and to improve professional development in this area. Expertise in computer science is crucial to the success of many of our programs here. It is one of my primary responsibilities in regulating technology service at this Agency, and both incoming and current staff will see this emphasis demonstrated repeatedly in coming months.

(U//~~FOUO~~) The SCSA, under the leadership of [REDACTED] and [REDACTED] in close collaboration with the Office of Human Resources and the Associate Directorate for Education and Training, has worked diligently to design programs that will provide a broad overall understanding of our cryptologic mission, of state-of-the-art techniques, tools, and approaches for attacking difficult cryptologic computer science problems, as well as the requisite knowledge and skills of system and software engineering necessary to solve large-scale problems.

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

(U) The Cryptologic Computer Science Development Program (CDP) is a new, 3-year program to develop computer scientists for the cryptologic community. While the program was developed primarily for entry-level computer science employees, it will be expanded to include qualified current civilian and military staff. Twenty newly hired participants will begin the program this inaugural year.

(U//~~FOUO~~) To ensure a more fulfilling computer science career, SCSA is developing a career development roadmap for the long- and short-term needs of the many different tracks for computer scientists in the cryptologic realm. For example, the Allied Academic Community Workforce Taxonomy will identify a career path for computer scientists, to include mission focus, job function, and career development stages. Tracking one's placement in this diverse

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

DOCID: 4315508

framework will be key to tailoring future development activities to individual employees.

(U//~~FOUO~~) Finally, 10 interns will be employed at the Agency this summer in the Computer Science Intern Program (CSIP), formerly known as the Seasonal Intern Program/Knowledge Discovery, working on complex computer science problems. In the 4 years of the CSIP, 21 of 37 interns became eligible for permanent, full-time employment at NSA/CSS.

(U//~~FOUO~~) For more information about any of the computer science initiatives, contact [redacted] or 961-7314(s).

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

Dr. Prescott B. Winter
NSA/CSS CTO

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: March 23, 2008

(U) EXECMessage-218: "New Policy on Federally Funded Research and Development Centers"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted] (b) (3) - P.L. 86-36

(U) Senior Executive Message from Jennifer Walsmith, NSA/CSS Senior Acquisition Executive (SAE)

(U//~~FOUO~~) The Directorate of Acquisition is pleased to announce that Policy 8-16, "Federally Funded Research and Development Centers (FFRDCs)," was issued on 14 February 2008. To see the policy, type "go acquisition" in your web browser or click on this link:

[Redacted] (b) (3) - P.L. 86-36

(U//~~FOUO~~) Key aspects of this policy are to provide guidance to sponsors or users of FFRDCs, identify responsibilities, and outline situations where no in-house resources or companies are able to perform the required work.

(U//~~FOUO~~) Policy 8-16 was developed to replace the outdated Regulation No. 11-14, dated 15 December 1994, which established the NSA/CSS FFRDC Board that coordinated tasking to be assigned to FFRDCs. The new policy brings NSA/CSS in line with current Agency and various FFRDC sponsoring agents' practices.

(U//~~FOUO~~) NSA/CCS is one of several DoD agencies that is both a sponsor and user of FFRDCs. The provisions of Policy 8-16 are applicable to all NSA/CSS elements utilizing FFRDC services.

Jennifer Walsmith
NSA/CSS SAE

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by
NSA on 08-22-2016. FOIA
Case # 56155

DOCID: 4315524

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: March 02, 2008

(U) EXECMessage-217: "Taflan's Tagline: Defense Civilian Intelligence Personnel System —The New Way You Will Be Evaluated, Paid, and Rewarded"

Distribution: Senior Executive Message to the Workforce

POC: DL Ask_DCIPS [DLAsk_DCIPS@nsa.ic.gov]

(U//~~FOUO~~) Senior Executive Message from John Taflan, Chief Human Capital Officer (CHCO)

(U) As the Chief of Staff stated in her 29 February 2008 message, "Defense Civilian Intelligence Personnel System," at:

[Redacted]

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

the Agency is preparing to implement the Defense Civilian Intelligence Personnel System (DCIPS), the new compensation system for the Department of Defense (DoD) Intelligence Community (IC).

(U) DCIPS will impact our work structure, performance management system, awards and recognition programs, and pay structure. The basic components of the system have been developed and the DoD IC is preparing for implementation. At NSA, the implementation schedule is as follows:

- * Implement a new performance management system, 1 October 2008;
- * Convert to pay bands, 1 October 2009;
- * Conduct the first performance-based payouts to employees, January 2010.

(U) Over the next few months, the HR staff will begin communicating with you regularly about DCIPS and training sessions will begin this summer. Also, we have launched a DCIPS website for one-stop shopping on this new system. Please bookmark the DCIPS web page at:

[Redacted]

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

or by typing "go DCIPS" in your intranet web browser and visit it routinely to keep apprised of DCIPS implementation activities for the workforce.

(U//~~FOUO~~) On Tuesday, 4 March 2008, at 1000 hours, I am conducting

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

a TalkNSA session. You may ask me questions, directly and anonymously, about DCIPS and other HR issues (via telephone or e-mail) during the program. The session will stream live to your desktop and you may also access it via on-demand streaming shortly after the session. Please refer to the 25 February, Agencyall message:

[Redacted]

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

that includes the streaming link and broadcast information.

(U) The Chief of Staff encouraged the NSA workforce to "pay careful attention to communications and information related to DCIPS" to help you understand this new way that you will be evaluated, paid, and rewarded for your contributions to our Agency's mission. As the Agency's CHCO, I am confident that the new system will better support our workforce by enhancing and promoting a results-oriented performance culture. Along with HR staff and others across the Agency who are working on DCIPS implementation, I am strongly committed to helping you transition to this new and important system with ease and confidence. Stay tuned.

John Taflan
Chief Human Capital Officer

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: October 19, 2007

(U) EXECMessage-199: "Pres Release: WAN Stabilization Completed"

Distribution: Senior Executive Message to the Workforce

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

POC: Dr. Prescott B. Winter [redacted]

(U) Senior Executive Message from Dr. Prescott B. Winter,
NSA/CSS CTO

(U//~~FOUO~~) I am pleased to announce that the Technology Directorate has achieved a critical milestone, well ahead of schedule, in modernizing NSA/CSS information technology infrastructure. Thanks to additional funds from overseers and the dedication of NSA/CSS staff Enterprise-wide, the Agency's wide area network (WAN) Internet Protocol (IP) stabilization was accelerated and is nearly complete.

(U//~~FOUO~~) WAN stabilization is an important initial step in preparing our network to accommodate modernized Internet Protocol-based network services such as Voice Over Internet Protocol, multicast, and IP Version 6. Prior to this effort, NSA's WAN included far too many routers running outdated software versions which were incapable of meeting desired network functionality, performance, and security objectives while incurring increased operating costs. Now, NSA/CSS benefits from an enterprise-wide standard WAN IP infrastructure and 97 percent of the routers comprising the WAN infrastructure have been stabilized, with only those in harder-to-reach places remaining.

(U//~~FOUO~~) For more information about WAN modernization, contact [redacted] at 992-5786.

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

Dr. Prescott B. Winter
NSA/CSS CTO

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

DOCID: 4315542

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: October 16, 2007

(U//~~FOUO~~) EXECMessage-198: "FACTS Goes Live"

Distribution: Senior Executive Message to the Workforce

POC:

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

(U) Senior Executive Message from Paul Cabral, Chief Financial Manager

(U//~~FOUO~~) I am pleased to announce that NSA has reached another milestone on the path to improved financial management and better business decisions. Today the Financial Management Solutions (FMS) Program launched Release 1.2 of the Financial Accounting and Corporate Tracking System (FACTS). This release consists of General Ledger, Accounts Payable, Accounts Receivable, Billing and Purchasing.

(U//~~FOUO~~) FACTS will provide leaders at all levels access to accurate and timely financial data, lead to standardization and integration of business systems and processes, and deliver credible business information needed for mission success. It establishes the foundation sought by our overseers and external partners for compliance with external regulatory guidance and audit requirements.

(U//~~FOUO~~) As with any significant change, the users will have a learning curve as they become acclimated to FACTS. Please be patient as we experience this time of transition.

(U//~~FOUO~~) I want to personally thank the many individuals who have dedicated their time and hard work to making this implementation a success. Your contributions have made this truly significant achievement possible.

Paul Cabral
Chief Financial Manager

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

PM

DOCID: 4315546

[Redacted] CONFIDENTIAL [Redacted]

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

Posted on: October 09, 2007

(U) EXECMessage-197: "Pres Release: Extending the Responsibilities of the PS&C Triage Team"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [Redacted]

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

(U) The following "Pres Release" is a Senior Executive Message from Dr. Prescott Winter, NSA/CSS CTO

(U//~~FOUO~~) As you know, the Agency is moving to upgrade the capacity and reliability of its power, space, and cooling. This is essential to the modernization of our mission capabilities and the buildout of the cryptologic centers. Our Power, Space and Cooling (PS&C) Team, led by [Redacted] of the Technology Directorate and including members from across the Agency, plays a critical role in this process.

(U//~~FOUO~~) To manage power, space and cooling, we must control our acquisition of new power-consuming equipment.

[Redacted]

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

However, we must manage our power, space and cooling resources across the enterprise, not just at headquarters.

(C//REL)

[Redacted]

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

(U//~~FOUO~~) While we have made significant progress against power, space and cooling issues over the past year, much work remains.

[Redacted]

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

Questions should be directed to the corporate PS&C Team alias (DL T_PSC). As always, you can contact me directly by typing "go CTO" in your web browser.

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315546

Dr. Prescott B. Winter
NSA/CSS CTO

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

CONFIDENTIAL [Redacted]

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

DOCID: 4315547

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: September 26, 2007

(U) EXECMESSAGE-196: "Pres Release: Machine Room Management"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [redacted]

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

(U) Senior Executive Message from Dr. Prescott B. Winter,
NSA/CSS CTO

(U//~~FOUO~~) In December 2005, the Information Technology Directorate implemented new procedures to govern the day-to-day management of corporate IT machine rooms on the NSAW campus and in the metropolitan Washington area. These procedures have resulted in significant improvements in the security, operations, safety and cleanliness of cryptologic IT facilities housing major IT systems.

(U//~~FOUO~~) [redacted]

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

(U//~~FOUO~~) [redacted]

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

(U//~~FOUO~~) Visit the following web page for additional information on machine room procedures:

[redacted]

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

Questions regarding MRM should be directed to [redacted] 966-4400.

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

Dr. Prescott B. Winter
NSA/CSS CTO

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: September 20, 2007

(U) EXECMessage-195: "Quarterly Inventory of Personal Computing Devices"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted] (b) (3)-P.L. 86-36

(U) Senior Executive Message from [Redacted] Deputy Associate Director for Installations and Logistics (b) (3)-P.L. 86-36

(U//~~FOUO~~) As noted in EXECMessage-181: "Pres Release: Property Accountability a Priority":

[Redacted] (b) (3)-P.L. 86-36

quarterly inventory checks of personal computing devices (PCDs) "is paramount in achieving a favorable financial audit opinion." Additionally, more frequent inventories of all PCD assets, whether government-owned, contractor acquired, or contractor provided, assists with equipment refresh decisions and ensures greater accountability.

(U//~~FOUO~~) As a first step to the quarterly inventory process, individuals who have been assigned a PCD (laptop, PDA, Tablet PC, and iPods) must register the asset on the Personal Computing Device registration page by 30 September 2007. If you are unsure who has been assigned accountability for a laptop or other PCD in your organization, please provide the requested information at the web site and use the comments field for any questions or concerns. The page can be accessed by typing "go PCD" in your web browser and following screen instructions or at:

[Redacted] (b) (3)-P.L. 86-36

(U) Following the registration phase, I&L, in concert with organizational property officers, will commence the first PCD quarterly inventory on 15 October 2007, to visually verify PCD information and update hand receipt data.

[Redacted] Deputy Associate Director for Installations and Logistics (b) (3)-P.L. 86-36

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155 PM

DOCID: 4315548

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: September 19, 2007

(U) EXECMessage-194: "ADET's Cryptologic Transformation"

Distribution: Senior Executive Message to the Workforce

POC: [redacted] (b) (3) - P.L. 86-36

(U) Senior Executive Message from Renée Meyer, Associate Director for Education and Training

(U//~~FOUO~~) As NSA/CSS transforms to meet the needs of its changing mission, so too must the Associate Directorate for Education and Training (ADET) transform. In particular, ADET's Center for Cryptology, E9, is evolving to become the preferred provider of relevant, highest-quality cryptologic education, training and workforce development products and services worldwide.

(U//~~FOUO~~) Effective 21 August, the Center for Cryptology became the College of Cryptology, under the leadership of [redacted] as Chief and [redacted] formerly the NSA/CSS Deputy Senior Intelligence Authority, as Chief of Staff. (b) (3) - P.L. 86-36

(U//~~FOUO~~) ADET's College of Cryptology will have six Centers. Each Center will be headed by a Dean and will include the Skill Community Director(s) associated with the disciplines served by that Dean. The Skill Community Directors--working with their senior Authorities or Advocates and military Functional Managers--ensure the tight link between Enterprise ADET curricula and mission needs. They also drive the creation and continuous updating of viable learning paths for our military and civilian workforce. These senior leaders are vital to the future of cryptologic training worldwide at T3.0 speeds.

(U) The new College of Cryptology Deans and organizations are:

- (U//~~FOUO~~) [redacted] USN, Dean, Computer Network Operations Education, Training and Workforce Development (E91) (b) (3) - P.L. 86-36

- (U//~~FOUO~~) [redacted] Dean, Intelligence Analysis Education, Training and Workforce Development (E92) (b) (3) - P.L. 86-36

- (U//~~FOUO~~) [redacted] Acting Dean, Information Assurance Education, Training and Workforce Development (E93) (b) (3) - P.L. 86-36

- (U//~~FOUO~~) [redacted] Dean, Allied Academic Community Education, Training and Workforce Development (E94) *The Systems (b) (3) - P.L. 86-36

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

Engineering curriculum is now aligned with the Allied Academic Community, which also includes Mathematics, Cryptanalysis, Computer Science, Networking and Telecommunications, and Engineering and Physical Science.*

- (U//~~FOUO~~) [redacted] Dean, Signals Analysis Education, Training and Workforce Development (E95)

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

- (U//~~FOUO~~) [redacted] Dean, Cryptologic Access Education, Training and Workforce Development (E96)

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

(U//~~FOUO~~) A strong cryptologic training organization is critical to mission success. Thank you all for helping ADET make the enormous progress that has enabled this next step toward a robust and seamless Enterprise learning continuum. Whether you are an adjunct faculty member, an operational mentor, or just a friend of continuous learning, your influence and impact are crucial.

Renée Meyer
Associate Director for Education and Training

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: March 13, 2007

(U) ExecMessage-161: "Financial and Accounting Corporate Tracking System (FACTS)"

Distribution: Senior Executive Message to the Workforce

POC:

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

(U) Senior Executive Message from Deborah A. Bonanni, NSA Chief of Staff

(U) The Financial Management Solutions (FMS) Program will be turning on the Financial and Accounting Corporate Tracking System (FACTS) during the next several months. FACTS will replace many legacy systems, and will provide NSA/CSS, Defense Intelligence Agency, and Counterintelligence Field Activity with modern, secure, leading edge business solutions that will comply with external regulatory guidance and audit requirements, achieve standardization and integration of business systems and processes, and deliver credible business information needed for mission success.

(U/~~FOUO~~) Functionality will be made available to users in three releases:

- 15 March: Release 1.0 (FY08 Budget Load and Financial Plan Management)
- 15 May: Release 1.1 (Procurement Requests for Initiations)
- 16 October: Release 1.2 (General Ledger, Accounts Payable, Accounts Receivable, Billing, Purchasing)

(U) A prepared and trained workforce is critical for FACTS to be operationally successful. In the upcoming weeks and months, the FACTS Program Management Office (PMO) will be providing important information regarding system access and training requirements for end users. It is the responsibility of each of you to ensure that you have the required access and training for your role. Please work with the appropriate individuals within your organization and within the FACTS PMO to ensure you get what you need to perform your financial duties. For more information about FACTS, please visit:

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

or type "go fms" in your web browser.

Approved for Release by NSA on 08-22-2016, FOIA Case # 56155

DOCID: 4315810



(U//~~FOUO~~) The success of the FACTS implementation is vital for the Intelligence Community's (IC) financial management. All eyes across the IC, Department of Defense, the Administration (Office of Management and Budget), and Congress are looking to NSA/CSS to deliver a successful financial management system. The Deputy Director and Director are engaged with our IC partners on FACTS and are committed to its successful implementation.

Deborah A. Bonanni
Chief of Staff

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315847

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: May 25, 2007

(U) EXECMessage-166: "CTO 'Pres' Release"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter



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

(U) You will recall that the 45-Day team dealing with governance recommended the creation of the office and functions of the Chief Technology Officer (CTO). On May 14, the Director and Senior Leadership Team (SLT) concurred in four decisions that made the office and functions of the CTO official.

(U) We have been working diligently on the CTO business model and processes, the relationships with other Agency elements, such as the mission elements, the Senior Acquisition Executive (SAE), Research, and other groups. In the coming days, we will share these developments with all of you in a series of 'Pres' Releases. These and all other information on the CTO can be found at our web site. Type "go CTO" in your web browser.

(U/~~FOUO~~) The Director tasked us to focus our effort initially on three strategic imperatives: (a) acceleration and integration of Transformation 3.0; (b) IT modernization of NSANet; and (c) continued amelioration and ultimate resolution of the power, space, and cooling (PSC) challenges. As we make progress to meet these three imperatives, we will deliver the technology foundation for net-centric operations linking SIGINT, Information Assurance, and Net Warfare. And in the long run, we will lay the foundation to establish functional control over all technology deployed into or running on NSANet, or that directly supports NSA net-centric operations. In order to accomplish these objectives, we must develop and integrate enterprise architectures, enterprise system engineering, and -- most importantly -- an integrated capital investment management plan. We will describe each of these for you systematically.

(U) The four decisions were the following:

1. (U) The office of the CTO and its authorities stood up as of 14 May 2007.
2. (U) The Information Technology Directorate, Directorate of Engineering, Cryptologic Mission Management (K2), PSC Team, and

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

DOCID: 4315847

Analytic Technology organization will report to the CTO as of 14 May.

3. (U) When adequate progress has been made with initial issues, decide whether SAE and NSA/CSS Commercial Solutions Center should be part of CTO or remain separate; for now, they are separate.

4. (U) All technical decisions must pass through the CTO for review prior to reaching DIRNSA and DDIR, effective 14 May.

(U) Each of these decisions involves complex issues, with broad ramifications. We will provide you with a separate 'Pres' Release for each of these in the coming days. We will place these decisions in the larger context of the imperatives shown above.

(U) As I have noted in town meetings, the processes we are developing -- architecture and system engineering -- are inherently team sports. The scope of our activities will touch most of the Agency. We look forward to working with all of you, both in the missions and in the supporting organizations.

Dr. Prescott B. Winter
NSA/CSS Chief Technology Officer

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: August 23, 2007

(U) EXECMessage-189: "Taflan's Tagline: 'HR: Your Trusted, Valued Partner'"

Distribution: Senior Executive Message to the Workforce

POC: John Taflan [redacted]

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

(U) Senior Executive Message from John Taflan, Chief Human Capital Officer

(U//~~FOUO~~) "Delivering HR Solutions to the Global Workforce." By now it's likely you've seen this, our Human Resources (HR) mission statement, on advertisements for the many products, services, and programs offered by our HR organization. Over the past year, HR professionals have been working on an organization-wide project titled Project GREAT IMPACT (PGI). Our HR Senior Leadership Team (HR SLT) met offsite to identify the major initiatives, and develop an implementation plan for PGI. We adopted our vision statement, "HR: Trusted, Valued Partner," at this offsite, and immediately began moving forward on PGI. In order to better serve you, our global customers, the major initiatives we are actively addressing include:

* Implementing "Employee Solution Centers" – providing a single point of entry into HR for our partners, allowing easier access to HR products and services

* Developing and assigning Strategic HR Consultants – embedding HR professionals into the mission elements to which we provide support, expanding the partnerships between mission and HR

* Improving our technical health – ensuring that the HR workforce has the necessary skills to meet current and future business needs

* Centralizing staffing functions – consolidating internal and field staffing, then establishing a single process for all internal staffing

* Redefining automation – streamlining HR processes for the Agency workforce

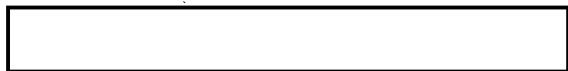
(U//~~FOUO~~) I've developed a series of "Taflan's Tagline" messages

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

that you'll receive on a regular basis over the next several months, in order to keep you apprised of PGI updates and HR initiatives important to you. In future "Taflan's Tagline" communications, I'll address various topics such as:

- * What HR does for you
- * What HR does for the community
- * HR's support to mission
- * HR's support to management
- * HR benefits to your family
- * My role as NSA's Chief Human Capital Officer (CHCO)

Further, October 22-26 we'll host our "HR Showcase Week." This will serve as an opportunity for HR to exhibit all our products and services to our Agency customers. In addition, we're revamping our HR web page, and upon its launch in the near future, I hope you'll provide us feedback on its new look, feel, and ease of use. Finally, please know that your Human Resources Service Centers have HR professionals who stand ready to assist you with all your HR needs. A listing of HRSCs can be found at:



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

or by typing "go hrsc" in your web browser.

(U) I look forward to this opportunity to engage in a dialogue with you, and hope you'll take the time to let us know how we can better serve you. Please send your ideas, suggestions, and comments to "dl askhr" or askhrs@nsa.

John Taflan
Chief Human Capital Officer

(U) "HR: TRUSTED, VALUED PARTNER -- Delivering HR Solutions to the Global Workforce"

UNCLASSIFIED//FOR OFFICIAL USE ONLY

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

Posted on: August 09, 2007

(U) EXECMessage-187: "Pres Release: Status Update on Integration of Analytic Activities in the Technology Directorate"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [Redacted]

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

(U) Senior Executive Message from Dr. Prescott B. Winter, NSA/CSS CTO

(C) [Redacted] Over the next two weeks, we will be working with SID to review a list of analytic projects and activities for integration into the Technology Directorate (TD). Bill Crumm, SID Director, and I plan to complete the review and refinement of this list by 20 August 2007, accounting for all personnel and activities, and implement the final organizational reassignment by the first week in September.

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

(U//~~FOUO~~) Together, we will determine the placement of these projects and resources within the appropriate TD activity: T1 (Mission Capabilities), T3 (Enterprise IT Services), or T4 (Hosting & Management Services). Some activities will be folded into T1 to become part of the new T3.0 environment, while others - those essential to ongoing operations — will join either T3 or T4, and will be managed as either hosted enterprise or mission services.

(U) We're committed to a methodical process to ensure that our transformation projects are managed according to the mission priorities. I am grateful for your support thus far on this vital effort.

Dr. Prescott B. Winter
NSA/CSS CTO

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

CONFIDENTIAL [Redacted]

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



UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: May 16, 2007

(U) EXECMessage-165: "NSA's Managers' Internal Control Program"

Distribution: Senior Executive Message to the Workforce

POC: 

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

(U) Senior Executive Message from Bonnie Kind, Chief Financial Manager/Comptroller

(U) The Federal Managers' Financial Integrity Act of 1982 (FMFIA) requires an annual assertion from Agency heads regarding the existence and effectiveness of internal controls within their organization. The objectives of FMFIA are to ensure: 1) efficiency and effectiveness of operations; 2) safeguarding of assets; and, 3) compliance with laws and regulations. NSA's Managers' Internal Control (MIC) program assists in fulfilling this statutory requirement. Each year a Statement of Assurance (SoA), along with the supporting vulnerability assessments, are requested from organizations throughout the Agency. This information forms the basis for NSA's annual SoA that is signed by the Director, and then forwarded on to the Undersecretary of Defense (Comptroller) in support of the Department of Defense's (DoD) annual SoA.

(U) We have made incremental improvements to the MIC program each year. We continually focus on heightening employee awareness about the Agency's MIC program, enhancing internal control training at the National Cryptologic School, and ensuring compliance with DoD's reporting requirements. In FY 2004, we strengthened the vulnerability assessment process to align with the Government Accountability Office's standards for internal control and to incorporate both NSA Office of the Inspector General "management challenges" and DoD systemic weaknesses. In FY 2005, we devoted resources to prepare for and implement revised OMB Circular A-123, which requires a separate assertion on internal controls over financial reporting. In FY 2006, we developed a 1-hour video targeted primarily to senior executives (but available to anyone via VUport technology) providing flexible, convenient access to a high-level overview of the roles and responsibilities for ensuring the existence and effectiveness of internal controls within each organization.

(U) For FY 2007, we continue to improve our MIC program by implementing a Process Improvement initiative that will focus on

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315772

the efficiency and effectiveness of operations throughout the Agency (FMFIA objective #1). The initiative will leverage the existing elements of the MIC program and identify areas that may benefit from a Lean Six Sigma review. For FY 2007, organizations will be asked to identify areas where they have already streamlined operations and to plan for targeting additional areas. In FY 2008 and beyond, targeted areas will be reviewed. Results will be reported in the annual FMFIA Statement of Assurance and will also be communicated in other publications including the Performance and Accountability Report.

(U) Now more than ever, NSA must execute its mission and resources in the most efficient and effective manner. Our ability to do so, however, is dependent upon the quality of our people, processes, and procedures. Everyone plays a role in making sure that internal controls are in place, operating effectively, and being used. Many of you will specifically be called upon to participate in the MIC program, whether it be performing a vulnerability assessment, providing a Statement of Assurance, or conducting a business process assessment. With your help, I am confident that NSA's improved MIC program, especially the new Process Improvement initiative, will position the Agency to meet this challenge and, once again, set the example for the Department of Defense and the Intelligence Community.

Bonnie Kind
Chief Financial Manager/Comptroller

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//~~FOUO~~ OFFICIAL USE ONLY

Posted on: January 23, 2007

(U) EXECMessage-160: "Security Financial Disclosure Program"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

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

(U//~~FOUO~~) Senior Executive Message from Associate Director for Security and Counterintelligence, L. Kemp Ensor III

(U//~~FOUO~~) To strengthen our counterintelligence posture and comply with Executive Order and Public Law requirements, the Intelligence Community has implemented a mandatory financial disclosure program — Security Financial Disclosure Program (SFDP). If you have previously filed an SFDP submission, or are in a segment of the Agency population we are adding as first time filers this year, e.g., employees due for a reinvestigation in 2007, you will be notified individually, in a separate e-mail, by 9 February 2007 to file SFDP data. Once you file, you will be required to update your submission every year.

(U//~~FOUO~~) This year, your SFDP submission must be completed between 1 March and 15 May. It must be done via NSANet to ensure maximum protection of the information, and to enable ADS&CI analysis of the data. Please do not file your SFDP data until 1 March as the system is being upgraded. The system will reject an attempt by anyone who is not required to file this year. It's never too early to begin gathering necessary paperwork you may need to complete the form. A reminder will be coming your way on 1 March.

(U//~~FOUO~~) This SFDP requirement is in addition to any financial disclosure requirement that may apply through the programs of the General Counsel's Ethics and Fiscal Law Office:

[Redacted]

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

specifically the Confidential Financial Disclosure Report on the OGE 450 form and the Public Financial Disclosure Report on the SF 278 form.

(U//~~FOUO~~) Eventually, all NSA civilian employees granted access to sensitive compartmented information (SCI), and all SCI-cleared contractors who are either assigned to an NSA facility or who have access to NSANet, will be required to file their financial

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

DOCID: 4315789



information, typically in conjunction with their reinvestigation, as the program is phased in over the next several years. The SFDP process begins this year with the filing requirement for employees scheduled for reinvestigation in 2007. Further, military personnel, Second Party assignees, and all other assignees whose clearances are sponsored or maintained by another agency, are excluded from the NSA SFDP, and will be required to meet the SFDP regulations of their parent organization, as appropriate.

(U//~~FOUO~~) To learn more about the Security Financial Disclosure Program, visit the SFDP home page:



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

or "go secfin" in your web browser. It contains helpful information and, in particular, provides a frequently asked questions section that should answer most questions.

(U//~~FOUO~~) The SFDP has significant counterintelligence benefits for NSA. Thank you in advance for your support of this program.

L. Kemp Ensor III
Associate Director for
Security and Counterintelligence

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315791

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: December 27, 2006

(U) EXECMessage-158: "NSA Congratulates 3 Galileo Award Finalists"

Distribution: Senior Executive Message to the Workforce

POC: Deborah A. Bonanni

[Redacted]

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

(U) Senior Executive Message from Deborah A. Bonanni,
NSA Chief of Staff

(U) The Director of National Intelligence Galileo Awards Program is part of the Intelligence Community's (IC) ongoing quest to find bold, creative solutions to our Nation's next challenges. The program aims to tap into the wealth of talent and ideas that reside at all levels of responsibility within the IC. Featuring a \$5,000 award and an opportunity to brief a high-level DNI audience, this prestigious award honors IC officers who bring forward innovative ideas to shape the future of U.S. intelligence.

(U//~~FOUO~~) On that note, I am extremely pleased to announce that three finalists were chosen from the original eleven NSA submissions. This is a first for NSA and quite an honor! Many congratulations to:

-- [Redacted] DLW, "Standardized Intelligence Reports and Common Distribution to Improve Information Sharing and Protect Sources and Methods"

-- [Redacted] I752, and [Redacted] V322, "Beyond Intelligence Sharing: Sharing the Technology that Drives Intelligence"

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

-- [Redacted] F1CA, "Organizing Physiologically: Frankenstein's Dilemma"

(U) These papers, along with the other 11 finalists from across the IC, will be published on the ODNI internal website (available via Intelink), The DNI Connection.

Deborah A. Bonanni
Chief of Staff

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: December 20, 2006

(U) EXECMessage-157: "Status of Incentivized Retirement Programs"

Distribution: Senior Executive Message to the Workforce

POC: John Taflan [Redacted]

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

(U) Senior Executive Message from John Taflan, Associate Director for Human Resources

(U//~~FOUO~~) I am aware there is speculation about the possibility of NSA offering an incentivized retirement or early retirement (early out) this year. I want to inform you that we have no plan to offer either an incentivized retirement program or an early retirement program in fiscal year 2007.

(U//~~FOUO~~) Over the past several years, NSA has benefited from a very aggressive hiring program that has brought a significant number of superbly qualified but less experienced employees to our Agency. Each of these employees has the potential to dramatically enhance NSA's signals intelligence, information assurance, and network warfare missions in the future. In fact, many are already making significant contributions. That said, almost 40 percent of our workforce has fewer than 10 years of mission experience. We must continue to rely on our more experienced employees to train, coach, and mentor our newly hired employees to prepare them for the challenges of the future.

(U//~~FOUO~~) Our natural attrition remains constant at just below four percent, and we are confident that this is an appropriate level that will permit us to develop our newly hired employees to accept the responsibilities of the future. For these reasons, we have chosen not to offer any type of incentivized retirement or early retirement at this time.

(U//~~FOUO~~) If you have any remaining questions, I encourage you to contact your HR representative in one of the Human Resource Service Centers. A list of the centers can be found at:

[Redacted]

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

John Taflan
Associate Director
for Human Resources

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

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

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: December 20, 2006

(U) EXECMessage-156: "Do You Have Foreign Language Skills?"

Distribution: Senior Executive Message to the Workforce

POC: Deborah A. Bonanni [redacted]

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

(U) Senior Executive Message from Deborah A. Bonanni,
NSA Chief of Staff

(U) One of the most important moments in the history of the Department of Defense (DoD) with regards to improving the Nation's readiness in foreign language skills was the publication of the Defense Language Transformation Roadmap. One of the provisions of this initiative, designed to improve the Nation's readiness in foreign language skills, was the requirement of a DoD directive to conduct periodic screening of all DoD personnel for language skills. While NSA/CSS is fortunate to have a large cadre of civilian and military language professionals working within its walls, we know there are hundreds, perhaps thousands, of individuals employed with the Agency that may have foreign language skills that are not documented.

(U) If you are an NSA civilian employee and have foreign language skills, I encourage you to enter your information into the Signals Intelligence Directorate's Mission Readiness Database, DANCEHALL. You can access the database by typing "go DANCEHALL" in your web browser or by visiting the following link:

[redacted]

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

To enter your data, click on "Update Your Profile" at the bottom of the screen. The information will be used to maintain a catalog of the Agency's overall capability in a language. If you self-identify as having a capability in a critical language skill, you may be contacted and asked to test to determine your level of proficiency. This information would then be entered into your record in PeopleSoft. Ultimately, you may be eligible for monetary incentives and could be called upon to assist the Agency in times of critical need.

(U) This is not mandatory, but I do encourage you to take the time to respond to this data call. We must ensure that our Agency is ready to face any future challenge...and you may have the

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

linguistic skills we need to support our country!

Deborah A. Bonanni
Chief of Staff

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: December 15, 2006

(U) EXECMessage-155: "Support Agreements - Your Responsibilities"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

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

(U) Senior Executive Message from Louis F. Giles, NSA Associate Director for Policy and Records

(U//~~FOUO~~) NSA/CSS Policy 1-38, "Interservice, Interdepartmental, and Interagency Support," guides the preparation, coordination, and execution of formal interservice or intragovernmental support agreements (ISAs) with other U.S. Federal Government activities for support services that require reimbursement. I want to take this opportunity to remind everyone that the Office of Policy and Records (DC3) is the Agency's repository for all ISAs signed by NSA/CSS elements. The policy can be found at:

[Redacted]

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

(U//~~FOUO~~) Maintaining a library of support agreements is important for our success. Consistent with ongoing transformation efforts, the ability to quickly identify and clarify relationships with our partners worldwide is of major importance. Our senior leadership needs to have information about our collaborative dependencies available in a timely and accurate fashion. A central repository will enable the provision of that information to all of us.

(U//~~FOUO~~) Therefore, please furnish copies of all completed ISAs to DC31, [Redacted] OPS2B, 2B8106, Suite 6248, for proper oversight, compliance, tracking, and maintenance. Also, note that any "active" ISAs that are more than three years old need to be reviewed and updated.

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

LOUIS F. GILES
Associate Director
for Policy and Records

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155

UNCLASSIFIED//~~FOUO~~ OFFICIAL USE ONLY

Posted on: December 12, 2006

(U) EXECMessage-154: "Release of Financial Data"

Distribution: Senior Executive Message to the Workforce

POC: Bonnie Kind [redacted]

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

(U) Senior Executive Message from Bonnie Kind, Associate Director of Finance, CFM/Comptroller

(U//~~FOUO~~) Before disseminating financial or manpower data to individuals or organizations external to NSA, or to Agency senior leadership, employees must obtain the concurrence of the Directorate of Finance (DF). See Comptroller Decision Memorandum 02-2007 for further details:

[redacted]

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

(U//~~FOUO~~) The objective of this guidance is to ensure that all resources data is accurate, and that the Agency is speaking with a consistent voice in resource matters to all external stakeholders. Failure to adhere to this guidance can have detrimental effects on NSA/CSS funding and manpower profiles, in terms of, for example, reductions to specific programs or increases to programs that may not be consistent with the overall strategies and priorities of the Agency. At the very least, inconsistencies in data generate unnecessary questions and requests for clarifications and/or briefings.

(U//~~FOUO~~) DF personnel deployed throughout the enterprise stand ready to assist in the generation and preparation of resources data for external consumption, and will provide the requisite DF assurance that data is correct, accurate, and consistent with the Agency financial and manpower records.

(U//~~FOUO~~) This guidance is issued in addition to Agency policies governing release of classified or protected information, and does not in any way limit Agency employees' responsibilities to adhere to all applicable laws and regulations governing release of classified or protected information. This guidance also does not limit the Office of General Counsel's ability to negotiate settlements to civil suits, to promote NSA's legislative proposals, or to respond to pending or proposed legislation.

DOCID: 4315793

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

BONNIE KIND
Associate Director of Finance
CFM/Comptroller

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: December 07, 2006

(U) EXECMessage-153: "NSA/CSS Joint Military Decorations Program"

Distribution: Senior Executive Message to the Workforce

POC: Brig Gen Randal D. Fullhart, USAF [redacted]

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

(U) Senior Executive Message from Brig Gen Randal D. Fullhart, USAF, Deputy Chief, Central Security Service

(U) I am taking this opportunity to re-emphasize a few key points from NSA's military decorations program governance, NSA/CSS PMM 30-2, Chapter 230:

[redacted]

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

As you know, members of the Armed Forces, active duty and reserve, receive tangible recognition for exceptional service, outstanding achievement, acts of valor, and heroism through its decorations program. The approval authorities, the DIRNSA and myself, along with the Military Decorations Review Boards, strive to ensure consistency in the process. In that regard, for award submitters, I want to reiterate the following:

* Awards are not approved automatically for deployments. The same standards apply as home station recognition for outstanding achievement – excelling in the performance of a single specific act or accomplishment, separate and distinct from regularly assigned duties. The PMM states that recognition is not "an automatic decoration for members assigned to joint activities on TDY/TAD orders."

* Multiple outstanding achievement medals may impact the level of recognition warranted at the end of the member's tour. This, too, is highlighted in the PMM. Award submitters should keep in mind that accomplishments included in outstanding achievement recognition cannot be repeated in the justification for an end-of-tour decoration.

(U) I encourage award submitters to become familiar with the tenets of PMM 30-2, as well as DoD policy as defined in DoD 1348.33-M, when considering recognition for their military members. Additionally, the MJ1 Director, Deputy Director, and decorations section staff are available to provide assistance.

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315796



RANDAL D. FULLHART
Brigadier General, USAF
Deputy Chief, Central Security Service

UNCLASSIFIED//FOR OFFICIAL USE ONLY

~~SECRET~~ [Redacted]

Posted on: December 04, 2006

(U) EXECMessage-152: "NSA/CSS Operations Centers"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

(U//~~FOUO~~) Senior Executive Message from Lonny A. Anderson, Director of NSOC; William P. Marshall, Director of NTOC; and [Redacted] Director of CT MMC

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

(U//~~FOUO~~) As a follow-up to the Director's message from this morning, we want to tell you more about the three operations centers. Please feel free to click on the following URLs to visit their respective home page.

(U) NATIONAL SECURITY OPERATIONS CENTER (NSOC)

[Redacted]

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

(U//~~FOUO~~) The futuristic appearance of the new spaces in NSOC are about more than just good looks – they are about good function as well. The newly configured and fitted spaces afford NSOC the ability to conduct business under a newly honed operating philosophy. A philosophy focused on total situational awareness of the cryptologic enterprise with a greater emphasis on being predictive, [Redacted]

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

[Redacted]

[Redacted] NSOC will leverage the Agency's global presence and existing technologies to team virtually and work actively with vital members of the cryptologic enterprise, foreign partners, DoD, and the Intelligence Community. The NSOC Senior Operations Officer (SOO) will ensure continuous interaction and information exchange with these team members, enhancing our situational awareness and ensuring we meet and exceed the expectations of those who depend on our efforts.

(U) NSA/CSS THREAT OPERATIONS CENTER (NTOC)

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

[Redacted]

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

(S//REL) NTOC was formally established in June 2005 to merge information assurance and signals intelligence activities toward a three-fold mission: know the network, know the threat, and synchronize computer network operations (CNO). Although a relatively new organization, NTOC's mission integration has enabled breakthroughs in the Nation's ability to safeguard and [Redacted] the global network. NTOC opened its new operations floor in September 2006, as the place where NSA/CSS and partner organizations synchronize CNO activities. Synchronization of CNO better positions the Agency and its community partners to understand [Redacted] and defend networks. In an increasingly dynamic networked world, NTOC relies on its partnerships with the NSOC and CT MMC to create robust situational awareness of the networked environment and connect this with world events.

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

(U) COUNTERTERRORISM MISSION MANAGEMENT CENTER (CT MMC)

[Redacted]

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

(C//REL) The CT MMC dynamically aligns, synchronizes, and optimizes the global CT SIGINT enterprise in its work in the war on terrorism.

The center supports counterterrorism operations - [Redacted]

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

[Redacted]

[Redacted] positions around the globe and serves as the Agency's focal point for CT planning with the National Counterterrorism Center, the military commands, the U.S. Intelligence Community, and other government agencies.

LONNY A. ANDERSON
Director
National Security Operations Center

WILLIAM P. MARSHALL
Director
NSA/CSS Threat Operations Center

[Redacted]

Director
Counterterrorism Mission Management Center

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

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 NOV 2004
DECLASSIFY ON: 20291123

SECRET

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

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: November 26, 2006

(U) EXECMessage-151: "Protection of PII on NSA/CSS Information Systems – Recent Incidents Highlight Concerns"

Distribution: Senior Executive Message to the Workforce

POC: Anne E. Hill



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

(U//~~FOUO~~) Senior Executive Message from Louis F. Giles, Associate Director for Policy and Records

(U//~~FOUO~~) In an Agencyall message dated 7 June 2006,



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

we informed you of the importance of protecting privacy information on Agency information systems. This is to inform you that there have recently been several incidents in which the names and social security numbers of NSA/CSS personnel have been made accessible on classified and unclassified systems in violation of the Privacy Act and NSA/CSS Policy 1-22, Protecting Privacy on NSA/CSS Electronic Information Systems. Files containing information such as names and social security numbers were placed in public domains rather than private domains and did not have the proper access controls in place, leaving them accessible to the NSA/CSS workforce, not just those who might need the information for their official duties. Fortunately, there is no indication that the information was used inappropriately. Nevertheless, these incidents highlight the importance of careful adherence to the laws and policies requiring that we protect personal information against unauthorized disclosure.

(U) Personally Identifiable Information (PII) includes, but is not limited to, social security numbers, date and place of birth, medical information, education, employment history, and financial transactions. The compromise of this information can result in substantial harm, embarrassment, and inconvenience to individuals and may lead to identity theft or other fraudulent use of the information. All Agency employees, contractors, and military assignees are responsible to ensure that PII is properly safeguarded from unauthorized access.

(U) Personal information residing on NSA Electronic Information Systems, to include both the classified and unclassified systems,

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315798

must have the proper access controls in place to ensure that only those individuals who have a need to know the information in order to perform their official duties can access those files/folders. See Policy 1-22 for additional information on protecting personal information on NSA/CSS information systems:

[Redacted]

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

(U//~~FOUO~~) As noted above, we have no evidence that the information was improperly used. However, we will be providing individual notifications to personnel whose information was involved in these incidents, along with information describing protective action they can take to mitigate the chance of identity theft. Thank you for your cooperation in helping us ensure compliance with these policies and avoid any future incidents of this type. For any privacy questions or concerns, you may contact the Privacy Advocate, Anne Hill (aehill@nsa), at 963-5827.

Louis F. Giles
Associate Director for Policy and Records

UNCLASSIFIED//~~FOUO~~ OFFICIAL USE ONLY

~~CONFIDENTIAL~~

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

Posted on: November 02, 2006

(U) EXECMessage-150: "What's All This Fuss About Power, Space, and Cooling?"

Distribution: Senior Executive Message to the Workforce

POC:

[Redacted]

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

(U//~~FOUO~~) Senior Executive Message from [Redacted] NSA Chief Architect

(U//~~FOUO~~) The Agency is currently facing some new challenges while old ones have manifested into real threats to our continued success. One such challenge is Power, Space, and Cooling. Anyone who pays even passing attention to the news knows that power is becoming increasingly expensive. Coupled with the simple economics of rising energy costs, the Agency is operating under two additional dangerous limitations: electric power capacity and electric power reliability.

(C//REL)

[Redacted]

(b) (1)

(U//~~FOUO~~) For the record, we are not alone in this. Business literature is full of articles about how similarly situated industry powers, like Wachovia, Citigroup, Microsoft, and Google are investing in appropriately sited, multi-hundred million dollar facilities to address the problem. While we are not alone in our quest for more power, the Agency is unique in its mission and its demands.

(C//REL) Since 9/11, we have focused like a laser on bringing the fight to the terrorists while continuing to prosecute all of the other target requirements for our customers.

[Redacted]

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

[Redacted]

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

[Redacted] (b) (3) - P.L. 86-36

[Redacted]

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

(U//~~FOUO~~) We are taking steps to increase power availability and decrease demand on the NSA campus. As the Director indicated on 5 September 2006:

[Redacted]

I am working with a small team dedicated to facilitating and synchronizing work already started by I&L, ITD, and SID. We have instituted processes to monitor future demand both in terms of forecasting and actual power draw by equipments.

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

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

[Redacted]

(C//REL) [Redacted]

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

[Redacted]

(U//~~FOUO~~) Like every other challenge we have faced, regardless of difficulty, we are at our best when we tap into our own genius. How can you help? Awareness of the short-term, significant problem is a start; but your commitment to fiscal restraint, prioritization, personal energy conservation, process implementation, and governance is absolutely critical. We also need your ideas - no idea is too small. Please send your thoughts on ways to reduce power consumption to psc_ideas@nsa.

[Redacted]

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

NSA Chief Architect

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 November 2004
DECLASSIFY ON: 20291123

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 NOV 2004
DECLASSIFY ON: 20291123

CONFIDENTIAL [Redacted]

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



UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: October 27, 2006

(U) EXECMessage-149: "Professional Development Council"



Distribution: Senior Executive Message to the Workforce

POC: Renee Meyer 

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

(U) Senior Executive Message from Renee Meyer, Associate Director for Education and Training

(U) I am pleased to announce the successful launch of the new NSA/CSS Professional Development Council (PDC) on 20 October 2006. The PDC -- working through the civilian NSA/CSS Skill Community Advocates, Authorities, and Directors and the NSA/CSS military Functional Managers -- will address the urgent need for increased flexibility and versatility across the cryptologic workforce. It will better align professional development activities across sectors and ensure the provision of multidisciplined skill roadmaps that resonate throughout the enterprise. Building on the groundbreaking work of the Employee Development Executive Council (EDEC), it will oversee professional health programs across sectors and skill sets.

(U//~~FOUO~~) The PDC is co-chaired by the Deputy Chief, Central Security Service and the Associate Director for Education and Training, in partnership with the NSA/CSS Chief Technical Officer, the Associate Director for Human Resources, and senior stakeholders from COS, SID, IAD, ITD, RAD, and the SCEs. The council's membership reflects a balanced representation of civilian and military members who will engage with all  NSA/CSS skill communities. The executive secretary of the PDC is . He and his staff can be reached at 963-3924 or 301-688-2937, and more information will be available soon through the ADET Center for Leadership and Professional Development (EL) web page.

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

(U) The PDC's primary goal is to ensure the skills, competencies, and overall professional health of the entire NSA/CSS workforce meet current and projected mission requirements. Our first meeting on 20 October was a big step in that direction. With your engagement, the NSA/CSS team will be ready to meet tomorrow's challenges.

Renee Meyer

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

Associate Director
for Education and Training

UNCLASSIFIED//FOR OFFICIAL USE ONLY

CONFIDENTIAL

[Redacted]

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

Posted on: October 25, 2006

(U) EXECMessage-148: "NCR Notification of Visits"

Distribution: Senior Executive Message to the Workforce

POC: Deborah A. Bonanni [Redacted]

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

(U) Senior Executive Message from Deborah A. Bonanni,
NSA Chief of Staff

(U/~~FOUO~~) This is a reminder of the mandatory requirement to notify NSA/CSS Representatives (NCRs) of pending visits. Individuals visiting sites in the local area should notify the appropriate NCR via phone or email in advance of the planned visit. Individuals planning travel to field sites out of the local area are responsible for NCR notification, via an official TDY planning message, 30 days in advance of the planned visit. This notification ensures that visits will be properly staffed through the organization to establish primary points of contact and afford the appropriate protocol where required. It is extremely important to coordinate in advance due to demanding workloads, changing security postures, and mission priorities. Proper coordination will contribute to successful and productive visits.

(C//REL) IMPORTANT: [Redacted]

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

(U) Information and procedures regarding NCR notification can be found at the following web site:

[Redacted]

Deborah A. Bonanni
Chief of Staff

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

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 November 2004
DECLASSIFY ON: 20291123

Approved for Release by NSA on
08-22-2016, FOIA Case # 56155

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 NOV 2004

CONFIDENTIAL

[Redacted]

20291123 (b) (1)

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

DOCID: 4315860

UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Posted on: September 25, 2006

(U) EXECMessage-147: "REL TO Required on all Releasable NSA/CSS Information"

Distribution: Senior Executive Message to the Workforce

POC: Louis F. Giles



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

(U) Senior Executive Message from Louis F. Giles, Associate Director for Policy and Records

(U//~~FOUO~~) The Office of the Director of National Intelligence, ODNI, has directed our Agency to apply REL TO releasability markings to all NSA/CSS-originated information intended for foreign release, to include information provided to Second Parties. Information not specifically marked as releasable is, by default, not releasable to any foreign nationals.

(U//~~FOUO~~) NSA/CSS has, for some time, allowed the release of SIGINT information to our Second Party partners without the requirement to use the REL TO marking. On 18 August 2006, the ODNI informed us of the requirement to use a REL TO marking on all information released to foreign nationals. This decision was reached after an internal high-level review and is intended to maintain consistency of classification markings throughout the Community and with the Department of Defense. In making this decision, the ODNI strongly affirmed our long history of sharing with our Second Party partners and directed that this decision not affect that sharing.

(U//~~FOUO~~) As of 1 October 2006, all NSA/CSS information intended for foreign release, other than SIGINT product, must have an appropriate REL TO marking that specifies the countries or international organizations to which the information may be released. The Office of Policy and Records, DC3, is working with the Signals Intelligence Directorate to establish a timeline to implement this decision for SIGINT reporting tools. Documents created prior to 1 October 2006, do not need to be remarked unless they are revised. Many of our automated tools, such as the CLASSIFY tool for MS Office applications, are already capable of implementing this requirement.

Louis F. Giles
Associate Director
for Policy and Records

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Posted on: September 18, 2006

(U) EXECMessage-146: "Corporate Blog Service Available"

Distribution: Senior Executive Message to the Workforce

POC: [redacted] (b) (3) - P.L. 86-36

(U) Senior Executive Message from George Cotter, Director for Information Technology

(U//~~FOUO~~) In EXECmessage-115: "Corporate Blog Service," published on 7 October 2005, I stated that the Information Technology Directorate (ITD) was gathering Agency blog requirements to develop and deploy the first phase of an ITD-hosted Corporate Blog Service. A weblog, or blog, is a dynamic web site that can be easily updated with new information by a "blog owner" and then commented on by individuals throughout the Agency.

(U//~~FOUO~~) Today, I am pleased to announce that the initial deployment of the Corporate Blog Service is available for corporate use. To access this service, you may click on:

[redacted] (b) (3) - P.L. 86-36

or type "go JournalNSA" within your PKI-enabled web browser. With supervisor approval (COR approval for contractors), anyone with WEBWORLD access may use the new Corporate Blog Service.

(U//~~FOUO~~) User expectations and instructions for use are displayed on the Corporate Blog Service home page. Questions regarding its operation should be directed to the development team at blog_tools@nsa.ic.gov. Blog requirements for future releases of the service should be directed to blog_core@nsa.ic.gov.

(U) NSA/CSS policy permits the use of blogs on NSANet under the following guidelines:

1. (U) Blogs must comply with the existing NSANet web page policy at:

[redacted] (b) (3) - P.L. 86-36

2. (U) At a minimum, blogs must be registered in Yeeha ("go yeeha") under "Publications" in the category "Blog." Blog users may add other categories as they apply to the subject matter of

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

the blog.

3. (U) Blog technology may only be used for work-related purposes.

4. (U//~~FOUO~~) Blog software must be PKI enabled. No anonymous posting is allowed.

5. (U) All postings must be properly classified and portion-marked.

(U//~~FOUO~~) POC [redacted]

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

[redacted]

X412, on 963-2291.

George R. Cotter
Director for Information Technology

UNCLASSIFIED//~~FOUO~~ OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: September 17, 2006

(U) EXECMessage-145: "Work/Life Services Ribbon Cutting Ceremony"

Distribution: Entire NSA Workforce

POC:

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

Senior Executive Message from John Taflan, Associate Director for Human Resources

(U) Since 9/11, a primary focus on work/life has been to provide support to NSA/CSS deploying employees and their families by offering programs and resources that help employees manage the balance between work responsibilities and home/life commitments. In that regard, I am pleased to announce the grand opening of the Work/Life Services Resource Room and Deployers' Depot located in OPS2A Visitor Control Center, Room 200.

(U) Work/Life Services Resource Room and Deployers' Depot Ribbon Cutting Ceremony and Open House:

26 September 2006
1100 - 1300 hrs
VCC 200 (across from CWF ticket booth)

(U) Mrs. Debbie Alexander will provide opening remarks to kick off the event.

(U/~~FOUO~~) The Deployment Depot will provide a pleasant space for employees who are deploying to relax and unwind between training and appointments. Civilian and military members from headquarters and our global sites are welcome. The Depot offers unclassified computers with Internet access, an unclassified fax machine and telephone lines, a TV/VCR combination, and a variety of reading materials. In addition, the Resource Room will be used to conduct a variety of Work/Life programs to include Adult/Eldercare support, special needs consultations, financial coaching, and family support functions.

(U) All employees are welcome and encouraged to attend the open house. Supervisor approval is required for attendance at this event and only as mission permits.

(U) FRAGRANCE NOTICE: The Agency is committed to being a model

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

employer. To this end, to be mindful of those employees whose sensitivity to fragrances may be heightened, we are encouraging participants at Agency-sponsored events to refrain from wearing, or reduce their use of, scented products (e.g., perfume, cologne, etc.).

John Taflan
Associate Director
for Human Resources

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315863

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: September 14, 2006

(U) EXECMessage-144: "NSA/CSS Intelligence Analyst Transformation Program"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

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

(U) Senior Executive Message from Renee M. Meyer, Associate Director for Education and Training (ADET)

(U) On 28 August 2006, I announced the first-ever multi-sector NSA/CSS Intelligence Analyst (IA) of the Future Conference, the purpose of which was to begin intensive, collaborative efforts to build a unified, end-to-end NSA/CSS IA Transformation Program that parallels the success and impact of NSA/CSS language transformation. I am pleased to share with you now some of the outcomes of that conference. For more detailed information, please see today's NSA Daily article:

[Redacted]

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

(U) Key elements of our shared IA transformation vision include:

- (1) Cataloguing all IA mission positions worldwide by the skill levels required to perform the mission(s);
- (2) Establishing a minimum operational proficiency level and assessing the IA workforce skill levels against that standard;
- (3) Deriving from (1) and (2) a meaningful measure of the NSA/CSS analytic readiness posture; and
- (4) Developing an integrated, comprehensive IA plan that enables the IA workforce to achieve and sustain the operational standard through clearly defined developmental paths.

(U//~~FOUO~~) We focused on three major areas:

- (1) The profound effects of the Director's transformation agenda and TURBULENCE on analysis;

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

(2) Baseline information about the IA workforce at large, to include numbers, missions, training, utilization, and retention; and

(3) Specific steps to underpin and drive IA transformation across military and civilian sectors.

(U//~~FOUO~~) We are addressing some of the most challenging issues of our time. IA transformation will not succeed without your help. The IA transformation leads, [redacted] Deputy Senior Intelligence Authority, and [redacted] ADET Technical Lead for Intelligence Analysis, have established an "IA Transformation" web page off the IA skill community's web site:

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

[redacted]

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

or "go iasc"

(U) I urge you to visit this web page and to play a leading role in this critical initiative for our country.

Renee Meyer
Associate Director
for Education and Training

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315867

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: December 18, 2007

(U) EXECMessage-209: "Taflan's Tagline: 'Paying Attention to Ratings'"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

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

(U) Senior Executive Message from John Taflan, Chief Human Capital Officer

(U//~~FOUO~~) The end of another P3 cycle is quickly approaching and it's time to begin preparations for conducting final evaluations. As such, I'd like to take this opportunity to discuss the importance of accurately assessing performance. The key to any good performance management system depends on the realistic assessment of the quality of employee performance and giving meaningful feedback. We all play an important role in ensuring performance evaluations accurately reflect our accomplishments and contributions to the mission of the Agency.

(U//~~FOUO~~) Rating inflation undermines the intent of any performance management system especially a performance-based system. Starting with the close of this rating cycle, I encourage raters to take a more disciplined approach to assessing performance and making meaningful distinctions by using the full range of scores in assessing different levels of performance. In past years, while the full range of the rating scale has been utilized, ratings have tended to cluster at the "Exceeded Expectations" level. For instance, those employees that are doing good, solid work and fully meeting their goals should reasonably receive a rating of 3 or Met Objectives. In fact, most of us are meeting objectives. Ratings of 4 and 5 should be reserved for those employees who consistently demonstrate extraordinary and high-impact performance.

(U//~~FOUO~~) To ensure consistency in the application of ratings, I encourage managers to conduct more stringent reviews of all performance evaluations. Working toward a common understanding of what the ratings mean and applying them consistently will help achieve a successful approach to performance management. To this end, there are some key actions reviewers can take:

- Prior to completing performance evaluations, reviewers and raters should discuss how the organization has done over the past year, rating levels and what performance looks like at each level,

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315867

and the process for reviewing evaluations to ensure consistency and fairness across the organization. This is also a good time to define organizational goals and priorities for the coming year as context for the establishment of new performance plans.

The reviewer should set a deadline for receiving all evaluations so that he/she can review all evaluations at once to ensure they are fair and consistent. The reviewer should ensure that the accomplishments support the ratings, that the rating scale was appropriately applied, that the ratings reflect differentiation in levels of performance, and that there is consistency among raters in how the ratings are applied. Once the review is complete, the reviewer should discuss the evaluations and any suggested changes, and reasons for those changes, with the rater. Only after the reviewer has signed the evaluations, the rater meets with each employee to present the rating, provide feedback, and discuss developmental opportunities.

(U//~~FOUO~~) Human Resources has developed a Performance Management Toolkit to provide managers and supervisors with information to help guide rating decisions and ensure rating standards are consistently applied across the board. For more information on the P3 process and the Performance Management Toolkit, type, "go performance."

John Taflan
Chief Human Capital Officer

(U) "HR: TRUSTED, VALUED PARTNER -- Delivering HR Solutions to the Global Workforce

UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: December 18, 2007

(U) EXECMessage-207: "Contracting Officer Representative Duties Incorporated into P3s"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

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

(U) Senior Executive Message from Jennifer Walsmith, NSA/CSS Senior Acquisition Executive (SAE)

(U//~~FOUO~~) I am required to ensure that the duties and responsibilities of all Contracting Officer Representatives (CORs) throughout the Agency are addressed in the COR's annual performance evaluation. CORs are crucial partners in the successful post-award management of Agency contracts. To appropriately recognize their contributions to contract management, the following SAE Management Directive (SMD) was issued on 17 September 2007:

[Redacted]

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

(U//~~FOUO~~) This SMD requires that COR duties and responsibilities, as outlined in the COR's appointment letter, be incorporated into their P3s beginning with the CY08 P3 cycle consistent with the new DoD requirement. Supervisors will evaluate NSA CORs on this performance objective with input from the Contracting Officer.

(U//~~FOUO~~) This SMD also recommends specific language from Under Secretary of Defense Acquisition, Technology and Logistics (USD AT&L) for the COR performance objective to be incorporated into the P3.

(U//~~FOUO~~) This is a first step in an overall review of COR duties and responsibilities to determine how we can better support this vital Agency function.

(U//~~FOUO~~) For more information on this SMD, please contact [Redacted] at 966-7918.

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

Jennifer Walsmith
NSA/CSS SAE

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by NSA on
08-22-2016, FOIA Case # 56155

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: December 04, 2007

(U) EXECMessage-206: "CFC - Nearing the End"

Distribution: Senior Executive Message to the Workforce

POC:

[Redacted]

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

(U) Senior Executive Message from [Redacted] Vice Chairman,
Combined Federal Campaign

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

(U) We are nearing the end of the 2007 Combined Federal Campaign (CFC). I want to thank you all for your continued generous support. NSA's current total confirmed contribution is \$1,748,456.98, and \$1,824,751.66 has been pledged. Many charities will be able to help those in need because of your generosity.

(U) If you are still interested in donating to a worthy cause, it's not too late; the CFC campaign continues through 14 December 2007.

(U) I am also happy to report that we had a number of successful events raising additional funds for this year's campaign. The petting farm collected a total of \$2,535.00, the first auction raised a total of \$3,002.00, and the second auction raised a total of \$5,092.00. The NSAW Book Fair raised \$12,624.25 and the Book Fair held at Georgia NSA raised \$514.00. Thanks to everyone who participated in those events, and a special thank you to all who volunteered to support these activities.

(U) Keep updated with the latest figures at "go CFC" using your PKI-enabled web browser:

[Redacted]

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

(U) A complete list of charities and other CFC information can be found at:

[Redacted]

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

(U) As you prepare to share the holidays with friends and family, please remember to think of those less fortunate. It is not too late to make a difference, so please consider making your pledge today. "Be A Beacon of Hope!"

(U) For more information, "go cfc" or:

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155 M

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

[Redacted]

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

(U) Thank you again for your continued support.

[Redacted]

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

Vice Chairman, Combined Federal Campaign

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315870

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: November 26, 2007

(U) EXECMessage-205: "2007 NSA/CSS Learning Excellence Awards"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

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

(U) Senior Executive Message from Renée Meyer, Associate Director for Education and Training

(U//~~FOUO~~) On 12 November, I announced the call for the 2007 NSA/CSS Learning Excellence Awards nominations:

[Redacted]

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

Now I am personally requesting your engagement at all levels and locations, as we seek to honor the precious few who lead the way for improved cryptologic performance through learning. The deadline for nominations is 14 December.

(U//~~FOUO~~) ADET has recognized and celebrated instructional excellence and performance advancements since the early 1980s. This year, the criteria focus on accomplishments that advance mission, T3.0, and continuous learning. We have applied a performance-focused framework to the award criteria that reflects three IC strategic thrusts: mission impact, process improvements/innovations and partnerships. I hope you will visit:

[Redacted]

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

for more details on the criteria and the timeline.

(U//~~FOUO~~) The six award categories for 2007 are:

- Vera Filby Teacher of the Year
- Adjunct Faculty of the Year
- Learning Innovator of the Year
- Learning Organization of the Year
- Stephen D. Burnett Mentor of the Year
- Learning Support of the Year

(U) I urge you to take a moment, consider your performers who have made a difference to learning and performance excellence, and document that work in a nomination for a 2007 learning excellence award.

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315870

Renée Meyer
Associate Director
for Education and Training

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: November 05, 2007

(U) EXECMessage-202: "CFC - Halfway Through the Campaign"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

(U) Senior Executive Message from [Redacted] Vice Chairman,
Combined Federal Campaign

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

(U) Here we are, about halfway through the 2007 Combined Federal Campaign (CFC). I want to express my thanks to you, the NSA workforce, for your continued generosity. To date, NSA's current total confirmed contribution is \$1,225,676.55 and \$1,313,392.05 has been pledged.

(U) I am happy to report that we had a number of successful activities raising additional funds for this year's campaign. The first auction sold 81 items totaling \$3,002.00, and the second auction sold 170 items totaling \$5,092.00. Our third auction will start on 13 Nov. and will end at 12 pm est on 16 Nov. Our Book Fair collected approximately 16,000 books and raised \$12,624.25. Thanks to everyone who participated in our events, and a special thank you to all who volunteered to support these activities.

(U) Remember, you can make a cash, check or payroll deduction pledge online - it's paperless! Just e-mail your pledge confirmation to tmsmit4@nsa using your digital signature. If you can't send your confirmation digitally, just simply print your pledge, sign it, and forward it to [Redacted] DC09, OPS 2B, Suite 6249.

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

(U) If you are a previous contributor, thank you very much for your past support. If you have never contributed to your favorite charities through the CFC, please consider making a contribution this year! You can make a payroll deduction for as little as \$1.00 for a total donation of \$26.00 for the year. First time contributors will receive a special gift this year. Join your co-workers in this wonderful NSA tradition of supporting those in need by contributing to the CFC charities of your choice.

(U) Non-federal employees wishing to make a one-time cash or check donation may do so by completing a hard-copy donation form and forwarding it to [Redacted] DC09, suite 6249, OPS 2B.

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

Approved for Release by
NSA on 08-22-2016, FOIA
Case # 56155

DOCID: 4315871

[Redacted]

(U) For all CFC information, please visit the following site (using your PKI-enabled web browser): (b) (3) - P.L. 86-36

[Redacted]

(U) To enter the "How Many is in the Jar" Guessing Game, enter your SID and the number of pieces that you believe are in the container shown at the following web site (using your PKI-enabled web browser):

[Redacted]

(U) If your guess is the closest to the actual number of pieces, you will win a prize.

(U) Thanks for your support!

[Redacted]

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

Vice Chairman, Combined Federal Campaign

UNCLASSIFIED//FOR OFFICIAL USE ONLY

TOP SECRET//COMINT [Redacted]

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

Posted on: September 17, 2007

(U) EXECMessage-193: "Senior Technical Development Program"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted] (b) (3)-P.L. 86-36

THIS DOCUMENT MAY CONTAIN PRIVACY ACT (1974, AS AMENDED) INFORMATION WHICH MUST BE PROTECTED IAW DOD 5400.11R. OR REMOVED PRIOR TO FURTHER DISCLOSURE. THIS INFORMATION IS FOR OFFICIAL USE ONLY (FOUO).

(U) Senior Executive Message from [Redacted] Chair, Senior Technical Review Panel (b) (3)-P.L. 86-36

(TS//SI) [Redacted] Please help us congratulate the following technical experts who have been selected to participate in the Senior Technical Development Program (STDP). Selectees entering the STDP already possess a high degree of expertise. The program hones that expertise through immersion tours in private industry, academia, and research institutions, combined with tours in NSA and other government agencies, in a manner not possible in any other Intelligence Community program. Members of previous STDP classes have enhanced their technical expertise and leadership skills while making significant contributions to NSA's current and future mission. Our latest round of selectees is well qualified to do the same. (b) (1)
(b) (3)-P.L. 86-36

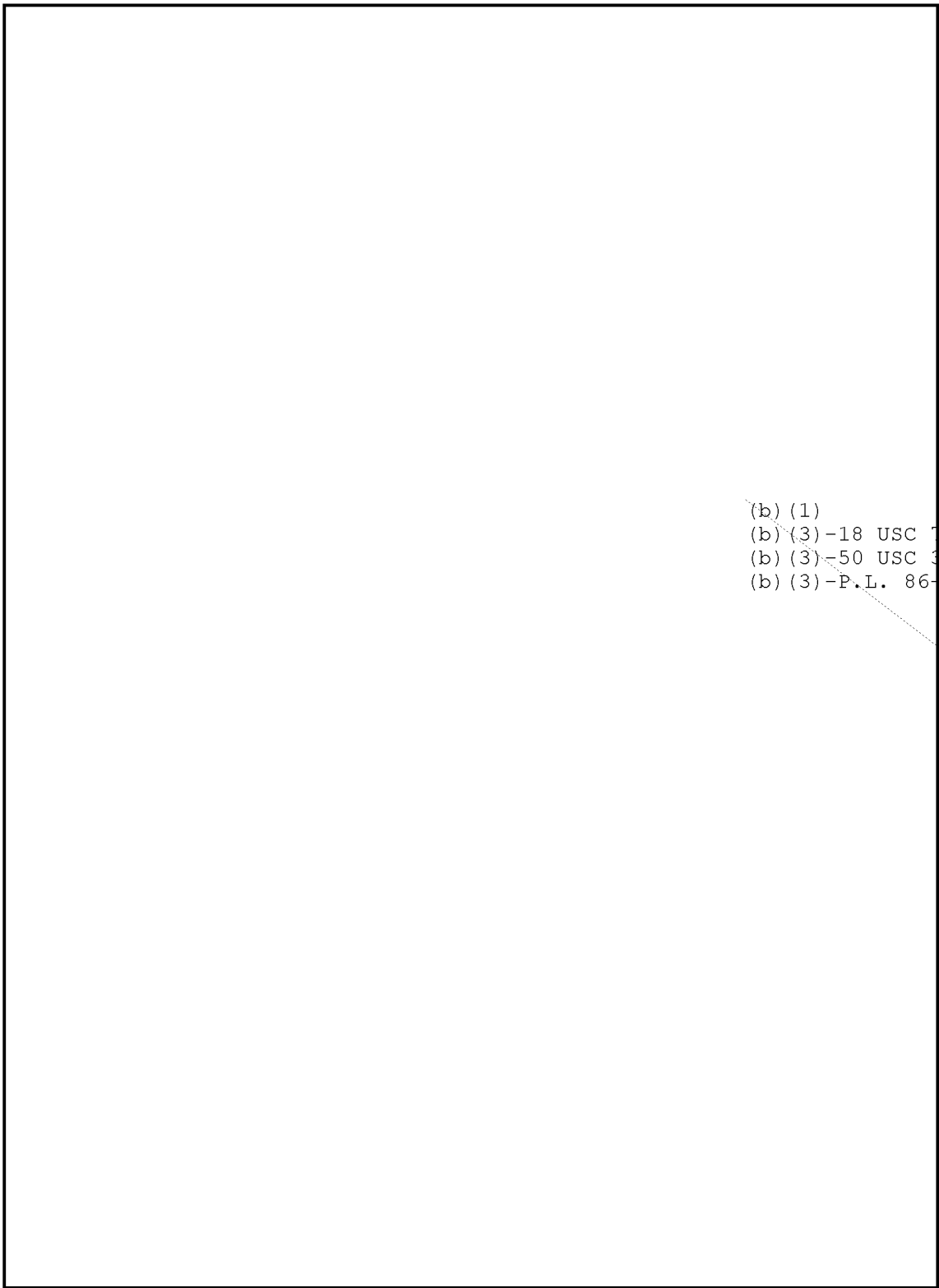
NAME/ORGANIZATION/PROPOSED PROGRAM AREA:

[Redacted]

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

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

DOCID: 4315872



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

[Redacted Name]

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

Chair, Senior Technical Review Panel

DERIVED FROM: NSA/CSSM 1-52

DATED: 8 January 2007

DECLASSIFY ON: 20320108

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

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

~~TOP SECRET//COMINT~~ [REDACTED]

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

DOCID: 4315873

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: September 10, 2007

(U) EXECMessage-192: "Pres Release: Modernization of Back Office Services for Windows Extends Enterprise-Wide"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [redacted]

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

(U) Senior Executive Message from Dr. Prescott B. Winter, NSA/CSS CTO

(U) The Technology Directorate has begun modernization of the back office Windows infrastructure Enterprise wide, following the GROUNDBREAKER IT modernization program that was recently undertaken at Ft. Meade. In addition to necessary modernization, the infrastructure will be re-engineered for centralized management and administration and infused with tighter and technologically enforced security policies.

(U) The Microsoft Windows office automation infrastructure has expanded greatly within NSA's Extended Enterprise in the past 10 years. Initially, many of the now core infrastructure services relating to desktop support were funded, engineered, deployed, and managed in a highly decentralized and stove-piped fashion at field locations and various other NSA organizations throughout the Enterprise.

(U//~~FOUO~~) [redacted]

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

Within

the next fiscal year, all critical elements of the back office Windows infrastructure in the field, including account management services (Active Directory), e-mail services, Domain Name System, etc., will be modernized to current generation hardware/software.

(U//~~FOUO~~) Modernization of Windows throughout NSA/CSS and consolidation of services in the field will result in a lower total cost of ownership, much greater and more uniform security, licensing efficiency, as well as benefits to users, such as a single account/login credential for use throughout the Enterprise. In a number of ways, this also portends a different way of doing

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

business for the management, system administration, and maintenance functions of Windows systems. Those of you who currently perform these functions in the field will be asked to partner with T3 in effecting this modernization and to adopt the resulting more centralized management/administration policies. Thanks to those who have already assisted in this effort and/or are currently doing so.

(U//~~FOUO~~) More information about specific roll out plans of this Windows infrastructure modernization, including a schedule of progress, will be forthcoming. Questions regarding the program should be directed to [redacted] 966-5711.

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

Dr. Prescott B. Winter
NSA/CSS CTO

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: August 28, 2007

(U) EXECMessage-191: "Pres Release: Distributed Encryption for Communities of Interest (DECOI) is Operational"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter [Redacted]

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

(U) Senior Executive Message from Dr. Prescott B. Winter,
NSA/CSS CTO

(U//~~FOUO~~) I am pleased to announce that the Technology Directorate is making available the new Distributed Encryption for Communities of Interest (DECOI) service [Redacted]

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

[Redacted]

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

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

[Redacted]

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

[Redacted]

(U//~~FOUO~~) Any questions about DECOI can be directed to "DL DECOI" (decoi@nsa.ic.gov).

Dr. Prescott B. Winter
NSA/CSS CTO

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315881

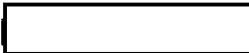
UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: August 08, 2007

(U) EXECMessage-186: "A Step toward FISA Modernization"

Distribution: Senior Executive Message to the Workforce

POC: Vito T. Potenza, General Counsel



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

(U) Senior Executive Message from Vito T. Potenza, General Counsel, National Security Agency

(U) On Sunday, 5 August 2007, the President signed into law the Protect America Act of 2007. This law is an interim version of the Foreign Intelligence Surveillance Act (FISA) modernization legislation required to bridge the intelligence gap that threatens to leave the Nation vulnerable to terrorist attacks. While this law does not address all of the concerns in the Director of National Intelligence (DNI)'s legislative proposal, this law gives the Intelligence Community the tools it needs to protect the Nation.

(U) There is understandable confusion in the public discussion on FISA. But the fundamental fact is that the law is aimed at restoring the effectiveness of the FISA drafted in 1978. Since the enactment of FISA, a change in technology has resulted in requiring the Government to seek court orders when monitoring the communications of foreign persons physically located in foreign countries. As a result, scarce counterterrorism analyst resources have been diverted from completing the NSA mission to compiling lengthy court submissions in support of probable cause findings. This is an unacceptable and irresponsible use of Intelligence Community resources that this law is designed to eliminate.

(U) Additionally, there has also been confusing discussion about the treatment of information concerning the U.S. persons by NSA. During the course of normal operations, NSA will sometimes encounter information to, from, or about U.S. persons. As it has for decades, NSA applies the minimization procedures approved by the U.S. Attorney General (AG). The law makes clear that the minimization procedures to be used with respect to acquisitions must meet the definition of "minimization procedures" in FISA. These procedures have worked well for decades and this law does not change the definition of minimization procedures contained in FISA.

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155 M

DOCID: 4315881

(U) In summary, this law:

(1) Provides that the definition of "electronic surveillance" does not include the surveillance of a person reasonably believed to be located outside the United States,

(2) Allows the DNI and the Attorney General to jointly authorize the acquisition of foreign intelligence information concerning persons reasonably believed to be outside the United States,

(3) Authorizes the DNI and the AG to direct a person (carrier) to assist the Government and, if necessary, compel compliance with a Foreign Intelligence Surveillance Court (FISC) order,

(4) Provides that there is no cause of action against any person for providing such assistance in response to a directive from the DNI and AG,

(5) Requires the AG to submit to the FISC the procedures the Government will use to ensure that acquisitions conducted pursuant to this authority are directed at persons reasonably believed to be outside the United States.

(U) Even though the new law is in place, all currently existing orders issued by the FISC are still valid and will remain so until their expiration dates. While the new law expires in February 2008, any acquisitions authorized by the DNI and AG under it remains valid so long as the authorization lasts, even if that authorization ends after February 2008.

(U//~~FOUO~~) Steps are currently underway to develop procedures to implement this law. We fully expect Congress to propose new legislation this fall. The DNI will continue his efforts to obtain a more permanent and complete legislative fix to the FISA.

(U) A copy of the new law will be posted on the OGC/Legislation web page (go D22).

Vito T. Potenza
General Counsel
National Security Agency

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315882

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: August 07, 2007

(U) EXECMessage-185: "FACTS Conversion Road Shows"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

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

(U//~~FOUO~~) Senior Executive Message from Bobbi L. Fife, Director, Staff and Support, NSA/CSS Chief of Staff

(U//~~FOUO~~) You are invited to hear firsthand what will be happening in early October when DF converts from our legacy financial systems to Release 1.2 of the Financial Accounting and Corporate Tracking System (FACTS). This will affect you if you are any of the following individuals:

- DF Employee
- DA Employee
- Contracting Officer's Representative
- Small Purchases Administrative Contracting Officer
- A Traveler in the Aug/Sep/Oct timeframe
- Micro Purchase Credit Card (MPCC) Holder
- Card Certifying Official
- FACTS Requisition Preparer

(U//~~FOUO~~) Please sign up using the following URLs for event registration. You will need to copy and paste these into your PKI-enabled web browser.

(U) 10 August, R&E Symposium Center, 0830-0930 hours

[Redacted]

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

(U) 15 August, Friedman Auditorium, 1300-1400 hours

[Redacted]

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

(U//~~FOUO~~) Other road shows upcoming are listed as follows. Check the web page by typing "go FACTS Conversion" for Event Registration.

(U) 20 August, R&E Symposium Center, 0900-1000 hours

(U) 12 September, Friedman Auditorium, 1300-1400 hours

(U) 20 September, R&E Symposium Center, 1400-1500 hours

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315882

Bobbi L. Fife
Director, Staff and Support, NSA/CSS Chief of Staff

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: September 05, 2006

(U) EXECMessage-142: "Chief of Staff Organization"

Distribution: Senior Executive Message to the Work Force

POC: Deborah Bonanni [dc_front_office@nsa.ic.gov]

(U) Senior Executive Message from Deborah Bonanni, NSA Chief of Staff

(U) Several months ago the Director ordered a major change to the organizational structure of NSA/CSS, whereby most support elements not directly involved in mission execution were re-subordinated to the Chief of Staff (CoS). This re-establishes the Directorate (DIRNSA, D/DIR, CoS) as a governance construct and aims to achieve the Director's goals of efficient, streamlined service and support from the enabler, corporate, business management, systems engineering and governmental liaison organizations in NSA/CSS. In the past months, I have been refining the way we will organize and govern all of those organizations in order to achieve the Director's goals and I am now ready to release the new CoS organization chart that makes final the restructure.

(U) The new CoS organization will have two Deputy Chiefs of Staff and one Associate Chief of Staff. One Deputy CoS, Mr. Ethan Bauman, will be a deputy across the board and will be the designated acting CoS when I am unavailable. On a daily basis, however, he will concentrate on the Business Management and Integration part of the CoS organization and will be assisted in that function by the Associate Chief of Staff, Ms. Bobbi Fife. The second Deputy Chief of Staff, Ms. Lesley Riley, will manage the daily Corporate and Enabler functions. In my absence she will attend sessions that cover these functions. All organizations will report to me. However, the day-to-day administrative functioning will occur through the Deputies. All functional leaders will continue to have access to me for operational issues.

(U) There are also two important new constructs reflected on the organizational chart. One is the creation of the Governmental Affairs and Corporate Communications organization; the other is the creation of the Corporate and Directorate Services Organization. During efforts to convey the Director's message on Transformation 3.0 to external overseers, some areas for improvement in the communications structure were discovered.


Approved for Release by NSA on 08-22-2016. FOIA
Case # 56155

DOCID: 4315887

Creating a Governmental Affairs and Corporate Communications group brings all the key players in the broader communications process under one roof, to include all branches of government at the federal level, and including state and local relations. Since much of our "communication" also occurs through our enunciation of Agency, DoD, and IC policy, I have integrated the Policy and Records organization into this new construct. Likewise, all of the organizations that offer some service to the Directorate are now under one roof in Corporate and Directorate Services.

(U) Now that the organization chart is final, many ancillary arrangements can be completed and implemented. This includes solidifying mission and function statements, redesignation of organizations, and other important process and administrative measures. Names do not appear on the organization chart as it only reflects operational functions. You can view the new organization chart by accessing the CoS homepage at the following URL:

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


Deborah A. Bonanni
National Security Agency
Chief of Staff

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: August 28, 2006

(U) EXECMessage-141: "NSA/CSS Intelligence Analyst of the Future Kick-Off Conference"

Distribution: Senior Executive Message to the Work Force

POC:

[Redacted]

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

(U) Senior Executive Message from Renee M. Meyer, Associate Director for Education and Training (ADET)

(U//~~FOUO~~) [Redacted] the NSA/CSS Senior Intelligence Authority, Dr. Len Reinsfelder, Dean, Center for Cryptology, and I are pleased to announce the first-ever multi-sector NSA/CSS Intelligence Analyst of the Future Conference, which will be held 30-31 August 2006.

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

(U//~~FOUO~~) This conference marks the beginning of intensive, collaborative efforts to build a unified end-to-end NSA/CSS Intelligence Analysis Transformation Program that parallels the success and impact of the NSA/CSS Language Transformation Program.

(U//~~FOUO~~) This initial conference includes high-level principals from the military services and Enterprise NSA/CSS mission and training elements. We will be conducting regular, follow-on conferences--mission oriented and action focussed--at least quarterly, and insights and input from all Intelligence Analysts will be critical.

(U//~~FOUO~~) [Redacted] NSA/CSS Deputy Senior Intelligence Authority, and [Redacted] ADET Technical Leader for Intelligence Analysis, will share the outcomes and actions of this upcoming event and engage you further as we move forward together.

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

Renee M. Meyer
Associate Director
for Education and Training

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

[Redacted]

[Redacted]

Posted on: August 04, 2006

(U//~~FOUO~~) EXECMessage-139: "NCRs with Foreign Relations Missions Become SUSLAs"

Distribution: Senior Executive Message to the Work Force

POC:

[Redacted]

(U) Senior Executive Message From: Gary L. Grantham, Principal Director for Foreign Affairs

(U//~~FOUO~~) Over the years the term "NSA/CSS Representative" (NCR) has grown to include Agency representatives at a variety of places - Commands, other US Government agencies, US embassies in support of Third Party agreements, etc.

(S//SI) Recently, we created another title specifically for our representatives to major Third Parties: "Special US Liaison Advisor" (SUSLAs), who are the senior representatives of the DIRNSA/CHCSS to a specific Third Party

[Redacted]

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

(U//~~FOUO~~) Until recently, a few of the NCRs have been performing SUSLA duties but were still called NCRs. This led to some measure of confusion in a variety of administrative matters, mostly within headquarters. By re-designating positions that are primarily focused on foreign affairs to SUSLAs, we have eliminated this confusion. The title NCR will now be reserved for those senior representatives with primarily Command and other US Government Agency responsibilities. Note that this change applies to the title only - not to mission, function, authorities, duties, or reporting chain. There is also no change in relationships and existing oversight authorities arranged between these positions, NSA/CSS Europe or NSA/CSS Pacific, and the Foreign Affairs Directorate.

(S//SI) The following NCRs' titles have changed:

- * [Redacted]
- * [Redacted]
- * [Redacted]
- * [Redacted]

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

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315889

[Redacted]

[Redacted]

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

(U//~~FOUO~~) FYI, "Special US Liaison Advisor" refers to the chief of the site, while "Special US Liaison Activity" refers to the site itself. Either way, it's "SUSLA"!

(U//~~FOUO~~) Note that our Special US Liaison Officers located in Second Party nations are SUSLOs, and are all designated with the name of the partner's capital city (e.g., SUSLOL = Special US Liaison Officer, London). Those titles have not been changed.

Gary L. Grantham
Principal Director for Foreign Affairs

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 November 2004
DECLASSIFY ON: 20291123

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 NOV 2004
DECLASSIFY ON: 20291123

~~SECRET//COMINT~~

[Redacted]

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

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: July 05, 2006

(U) EXECMessage-138: "Establishment of a Program Analysis and Evaluation (PA&E) Function"

Distribution: Senior Executive Message to the Work Force

POC:

[Redacted]

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

(U) Senior Executive Message From: Ethan Bauman, Deputy Chief of Staff and Director for Business Management and Integration

(U//~~FOUO~~) LTG Alexander established a Program Analysis and Evaluation (PA&E) function to help in the selection of best value investments and to improve our performance on initiatives we undertake. These initiatives include systems, programs, projects, services, and activities. While not a decision making function, PA&E will provide independent advice and recommendations to decision makers and most importantly will provide value-added assistance to those who manage our initiatives. The PA&E function will be headed by [Redacted] and is part of our Business Management and Integration Group under the Chief of Staff.

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

(U//~~FOUO~~) I have asked the PA&E staff to look at new investment opportunities, review the ongoing program for the record, and advocate/promote data repositories, tools and processes for managing and analyzing initiatives. I want to ensure that the expenditure of our manpower and dollar resources are focused on the right initiatives, that they are all properly documented and managed, and that those administering these initiatives have the help they need.

(U//~~FOUO~~) The PA&E team will analyze initiatives from operational, technical, programmatic, acquisition and fiscal viewpoints operating in an open, transparent manner. This analysis will focus on the feasibility, realism, and effectiveness of answers to basic questions such as what are you trying to do; how does it support mission; how will success be measured; what is the basis of cost estimates; what are the schedules milestones; what are the risks, mitigation plans, and program off-ramps. Their work will also require independent cost estimates and analysis of alternatives. Their activities will weigh expected value against other investment opportunities, look for duplication, relationships to other initiatives, and interdependencies.

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315890

(U//~~FOUO~~) The PA&E staff will leverage the skills and resources of other NSA/CSS organizations, forming a virtual team in conducting its work. The staff will also form bridges to similar analysis entities outside NSA/CSS.

(U//~~FOUO~~) NSA/CSS is shaping a new future for its vital national missions. This requires us to harness our resources on the most important initiatives and pull together in their effective execution. PA&E will provide this critically important role in the fulfillment of our national responsibility.

ETHAN BAUMAN
Deputy CoS
Director, Business Management and Integration

UNCLASSIFIED//~~FOUO~~ OFFICIAL USE ONLY

DOCID: 4315891

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: June 20, 2006

(U) EXECmessage-137: "GOOGLE Software Upgrade"

Distribution: Senior Executive Message to the Work Force

POC: [REDACTED]

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

(U//~~FOUO~~) Senior Executive Message from: George R. Cotter,
Director for Information Technology

(U//~~FOUO~~) In October 2004, the Google search engine was first introduced to the Agency. This provided a powerful and robust capability for searching web content throughout the extended enterprise and was a major step in the transformation of WebWorld to NSALink. X412 is pleased to announce an upgrade to both hardware and software for Google to version 4.4. This upgrade delivers the following enhancements:

- * Ability to search up to 15 million documents in a single query with quality ranking results
- * Automatic spellchecking
- * Ability to search Public Key Infrastructure (PKI) enabled websites
- * Continuous Google "crawling" (indexing of web content), versus weekly crawling
- * Ability to search non-password protected databases hosted on web servers

(U//~~FOUO~~) What does this mean to you? Because of these enhancements, users will have access to more than ten times as much web content as before. Google 4.4 factors in more than 100 variables for each query to help you find the highest quality and most relevant documents. Google 4.4 automatically suggests corrections with startling accuracy to help you avoid inaccurate results through typos or misspellings, including Agency-specific words and phrases. As web sites are published, the data will be available within a day as opposed to the previous time of up to a week. As more web servers continue the transition to universal PKI, data will now be accessible from these servers. Finally, Google 4.4 will provide access to data stored in relational databases (that are not password protected) by crawling the content directly from the databases and displaying the content in a number of formats.

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

DOCID: 4315891



(U//~~FOUO~~) The Google 4.4 upgrade is particularly timely and aligns with the Agency's modernization goals. Like its predecessor, Google 4.4 has been PKI enabled, so you must have a valid NTS-PKI certificate to use the search engine. To access Google 4.4, the URL is:



or "go google"

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

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315892

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: May 02, 2006

(U) EXECMessage-136: "Maryland Income Tax Subtraction Modification for Income Earned by Civilian Federal Employees While Living Overseas"

Distribution: Senior Executive Message to the Work Force

POC: Deborah A. Bonanni



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

(U) Senior Executive Message from: Deborah A. Bonnani,
Chief of Staff

(U) I am pleased to inform you that on 2 May 2006, Governor Robert L. Ehrlich signed the "Income Tax Subtraction Modification for Foreign Earned Income." LTG Alexander was among the dignitaries present at the signing of this legislation. Visit NSA Daily to see a photograph from the signing.



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

The new law authorizes a subtraction modification, not to exceed \$3,500, on the Maryland income tax return for money earned by civilian federal employees while working at an overseas location. The subtraction could amount to a tax savings of up to \$278 for affected employees, depending on local tax rates. The law takes effect 1 July 2006, and the subtraction can be claimed on your Maryland income tax return for calendar years 2007, 2008, and 2009.

(U) The new legislation has a "sunset" stipulation requiring the law to be reviewed after three years. This stipulation allows time for additional documentation to be gathered on the extent of the fiscal impact to the State. As the actual data is collected, we will follow developments regarding possible amendments to this legislation in future Maryland Legislative Sessions and keep you apprised of any changes.

(U) As one of Maryland's largest employers, state lawmakers understand the significant economic impact the state derives from NSA's presence. While not as widely understood, Maryland leaders also recognize that Agency employees are often called upon to serve overseas to maintain the safety of our Nation. While we serve willingly and proudly, this tax benefit will help ease some of the financial burden incurred by employees on overseas PCS assignment.

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315892

(U) I will rely on our Director of State and Local Government and Community Relations, Catherine "Kay" Hill, to keep the workforce informed as guidance becomes available from the State Comptroller's Office. After the law takes effect, employees with questions about how the law may impact their individual tax liability should consult a private tax advisor for guidance. Employees are also encouraged to get additional information and guidance from the State of Maryland's Comptroller home page.

DEBORAH A. BONANNI
Chief of Staff

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315893

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: April 26, 2006

(U) EXECMessage-135: "Family Letter from DIRNSA"

Distribution: Senior Executive Message to the Work Force

POC: Deborah A. Bonanni [redacted]

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

(U) Senior Executive Message From: Deborah A. Bonanni,
Chief of Staff

(U) In the next few days all Agency employees (military and civilian) will be receiving a letter from the Director through Agency distribution. This letter is addressed to your families to thank them for their support of the Agency and you, and for shouldering added responsibilities at home so that you may be here, focused on mission. Once you receive your letter, I would like you to take it home and share it with your loved ones.

~~(U//FOUO)~~ We would like you and your family to be aware of several NSA family initiatives. For example, we are in the planning stages for Family Battle Rhythms #10, an event hosted by the Director and his wife Debbie, and a Fall Family Picnic. Also, the Family Action Board (FAB) and the newly created Family Support Network are always available as a way for families to connect with each other and with the Agency. The FAB has an external website that has a host of information on health and wellness, and deployment, as well as a kids page. The external website is www.familyactionboard.org.

(U) Again, thank you for all you do in support of our mission and please be sure to share the Director's letter with your families.

DEBORAH A. BONANNI
Chief of Staff

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155



UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Posted on: March 14, 2006

(U//~~FOUO~~) EXECmessage-132: "Space Management - The Move of Contractors To Contractor Provided Facilities"

Distribution: NSAW Work Force Only

POC:

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

(U) Senior Executive Message From: Deputy Chief of Staff, Space Oversight, Compliance and Adjudication

(U//~~FOUO~~) "How we utilize our physical space here at NSA is an important aspect of - and enabler of - our overall Transformation goals." DIRgram-429, 22 July 2005:



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

(U) Transformation Leads to Increased Occupancy

(U//~~FOUO~~) New hiring goals, larger budgets, new missions, and needed recapitalization projects to bring the Agency into the 21st Century have led to occupancy rates beyond 94 percent. Space has become a premium commodity and we need to ensure adequate space is available for our people. We partnered with Industry to help develop a solution where we would accredit SCIF space for security, NSANet connectivity, and benefit from missions accomplished from contractor provided facilities.

(U) Developed Solution

(U//~~FOUO~~) The developed solution of accrediting contractor-provided SCIF space is not new. There are literally hundreds of SCIFs around the Baltimore - Washington region, however, our focus this time is on contract personnel currently occupying space within NSA and supporting our mission to do so now from spaces they own or lease. The solution is to find the proper balance of work accomplished from government-owned or leased facilities and contractor provided space, while meeting the Agency's transformation goals. Due to concentrated efforts this past year, nine additional companies have or will have within the next few weeks complete connectivity to NSANet and have their facilities accredited for occupancy. As a result, there will be 1,000 seats available in contractor facilities for contractor use, with the potential

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315895



availability of another 300 seats.

(U) Who Could Move

(U) We will work with the Acquisition Directorate (DA) and the directorates to determine which contracts could potentially move offsite. Our intention is to help identify scopes of work, tasks, and efforts to be accomplished from contractor provided facilities so that government and contractor program/project managers can then translate those relocated efforts to specific man-hours and number of contractor employees that could potentially move. It is the responsibility of each company though, with government approval, to determine what NSA connectivity is necessary to perform from contractor provided facilities. Once it's determined who could actually move, DA3 may have to negotiate revised loaded hourly labor rates and modify contracts to reflect the new circumstances of performance (offsite rates).

(U) In summary, for this initiative to be successful, it will take cooperation from all directorates to get to the bottom line. We fully understand our needed partnership with industry in the execution of our mission and fully appreciate the strong relationship we have today--a relationship that can continue to serve our nation well even from contractor-provided facilities.



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

Deputy Chief of Staff, Space
Oversight, Compliance and Adjudication

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315896

UNCLASSIFIED//~~FOUO~~ OFFICIAL USE ONLY

Posted on: March 12, 2006

(U) EXECmessage-131: "Foreign Language Initiatives Update"

Distribution: Senior Executive Message to the Work Force

POC:

[Redacted]

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

(U) Senior Executive Message From: John Taflan, Associate Director for Human Resources

(U//~~FOUO~~) Last April, in DIRgram-421, Mr. Black, outlined a number of important foreign language initiatives that were being introduced as part of the NSA/CSS Language Transformation effort:

[Redacted]

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

Today I want to remind you of some of those initiatives, and reiterate my commitment to their success and my support to the language analysis cadre who are so vital to the Agency's mission.

(U//~~FOUO~~) The FY07 increases to the Foreign Language Incentive Pay (FLIP) will become effective 1 October 2006, for those language analysts who have successfully tested at Level 3 on or after 1 October 2005. Employees who are currently receiving FLIP are being notified of the new testing requirements and specific information related to the actual test being administered. The NSA Foreign Language Testing Policy (4-5) is currently being revised to include these new requirements.

(U//~~FOUO~~) A significant percentage of our cryptologic language missions require a minimum Level 3 language proficiency in reading and listening. This requirement and the need to track NSA/CSS language readiness are the drivers for the testing program. Any employee who does not achieve a Level 3 or higher on the test will be required to retest annually until Level 3 or higher is achieved. Employees may retest after six months with successful completion of a significant training event approved by the Language Analysis Skill Community. Language training opportunities and other training assistance are available through the National Cryptologic School.

(U//~~FOUO~~) In recognition of the caliber of knowledge and skills needed to achieve the required level of proficiency, and to assist in the transition, I have included a grace period in the process. This grace period will allow an employee who does not achieve

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155



Level 3 in the required retesting, to retain his or her current level of FLIP for up to 12 months from the test date. Employees who do not achieve Level 3 by the end of the 12 months will have their FLIP incentive terminated, but will again become eligible after retesting and achieving the Level 3 proficiency.

(U//FOUO) We continue to work with the NSA/CSS Senior Language Authority and language testing administrator to develop a suitable mechanism for incentivizing and rewarding above Level 3. We will not be implementing FLIP for 3+ and 4 levels of proficiency at this time while we work out an equitable and manageable process.

(U) The valuable contributions made by language analysts at this Agency cannot be overstated. Through these increased incentives and expanded training opportunities, we will continue to emphasize the importance that we place on these skills and encourage the continual linguistic development of these employees.

(U) Additional information on the increased FLIP payments as well as other information related to testing requirements and language training opportunities can be found at:



or "go language"

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

JOHN TAFLAN
Associate Director
for Human Resources

UNCLASSIFIED//FOR OFFICIAL USE ONLY



UNCLASSIFIED//~~FOUO~~ OFFICIAL USE ONLY

Posted on: March 12, 2006

(U) EXECmessage-130: "Security Financial Disclosure Program"

Distribution: Senior Executive Message to the Work Force

POC:



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

(U) Senior Executive Message From: L. Kemp Ensor, Associate Director for Security and Counterintelligence (ADS&CI)

~~(U//FOUO)~~ Since 1975, there have been over 120 cleared individuals convicted of spying against the U.S. Their actions caused irreparable damage to U.S. Intelligence sources and methods, and unexplained affluence was determined to be an indicator in nearly all of these cases. Following the arrest and conviction of CIA employee Aldrich Ames, Congress directed the Intelligence Community (IC) to place greater emphasis on the identification and resolution of anomalous financial activities by those affiliated with the IC. As a result, the IC is implementing a mandatory financial disclosure program to enhance counterintelligence capabilities.

~~(U//FOUO)~~ In order to strengthen our counterintelligence posture and in accordance with Executive Order and Public Law requirements, I have been directed by DIRNSA to implement a Security Financial Disclosure Program (SFDP) for NSA. The program was piloted last year, with DISES and DISL employees and ADS&CI personnel filing SFDP data. This year, we are rolling out the program to additional segments of the Agency workforce. If you are in this designated population, you will be notified shortly in a separate e-mail. The SFDP system will not accept submissions from individuals who have not been so designated.

~~(U//FOUO)~~ Eventually, all NSA civilian employees granted access to Sensitive Compartmented Information (SCI) and all SCI-cleared contractors who are either assigned to an NSA facility or who have access to NSANet will be required to file their financial information, typically in conjunction with their reinvestigation, as the program is phased in over the next several years. Once an individual files, updates will be required on an annual basis. It should be noted that military personnel, Second Party assignees, and all other assignees whose clearances are sponsored or maintained by another agency are excluded from the NSA SFDP, and will be required to meet the SFDP regulations of their parent organizations as appropriate.

Approved for Release by NSA on
08-22-2016. FOIA Case # 56155



(U//~~FOUO~~) The SFDP requirement will be in addition to any financial disclosure requirement that may apply through the programs of the Standards of Conduct Office, specifically the Confidential Financial Disclosure report on the OGE 450 form and the Public Financial Disclosure report on the SF 278 form.

(U//~~FOUO~~) Those who are required to file SFDP financial information this year must do so by 15 May 2006. Submissions will be made via office computer terminals on NSA's internal web to ensure maximum protection of the information and to enable ADS&CI analysis of the data.

(U//~~FOUO~~) To learn more about the Security Financial Disclosure Program, visit the SFDP home page:

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



or "go secfin"

It contains helpful information and, in particular, provides a Frequently Asked Questions section that should answer most questions.

(U//~~FOUO~~) The SFDP has significant counterintelligence benefits for NSA. Thank you in advance for your support of this program.

L. KEMP ENSOR III
Associate Director
for
Security & Counterintelligence

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: February 23, 2006

(U) EXECmessage-129: "Restructured NSA/CSS Reassimilation Program"

Distribution: Senior Executive Message to the Work Force

POC:

[Redacted]

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

(U) Senior Executive Message From: John Taflan, Associate Director for Human Resources

(U//FOUO) In LTG Alexander's message to the workforce

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

[Redacted]

he stated how important it was for employees to take assignments away from their NSA/CSS home base location. He emphasized the need for senior leadership and managers at all levels to take an active role in ensuring that both the employee and the Agency reap the maximum benefit from these assignments. The revitalized NSA/CSS Reassimilation Program provides a structured framework for continuous communication prior to, during, and after each extended enterprise assignment. The goal of the renewed program is to provide succession planning to organizations at the onset of each tour, continued communication between mentors and employees throughout the assignment, and ample opportunities for career growth and development upon the employee's return.

(U) Senior leadership across the Agency are required to assign managers and skills community personnel to serve as mentors from their organization. These mentors will be responsible for maintaining an ongoing relationship with employees for the duration of their tour of duty. Prior to departure, mentors will contact selectees to discuss career development, training, goals, and future opportunities. Throughout the tour, the mentor is responsible for maintaining regular contact with the employee, making them aware of any changes within NSA/CSS organizations, new organizational functions, and evolving career opportunities. This open communication allows employees to make informed decisions on appropriate placement opportunities prior to their return. In addition, Reassimilation Representatives will be identified in each of the Directorates to assist managers and employees in locating these opportunities. The renewed NSA/CSS Reassimilation Program places strong emphasis on management involvement at every stage of

Approved for Release by NSA on 08-22-2016.
FOIA Case # 56155

the process, to ensure that returning employees are reassigned to appropriate positions at least 30-days prior to their rotation date.

(U) The NSA/CSS Reassimilation Program will be administered by the Global Support Center (MG2) and replaces the NSA Field Returnee Assistance Program (FRAP). For more information about the program, please visit the Global Support Center's web site:

[Redacted]

or "go reassimilation"

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

John Taflan
Associate Director
Human Resources

UNCLASSIFIED//FOR OFFICIAL USE ONLY

~~(TOP SECRET)~~

(b) (1)

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

Posted on: February 16, 2006

(U) EXECmessage-128: "Two Researchers Among Recipients of DNI Fellows Award"

Distribution: Senior Executive Message to the Work Force

POC:

[Redacted]

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

(U) Senior Executive Message From: Dr. Frederick Chang, Director of Research

(U//~~FOUO~~) It's my pleasure to share with the workforce that two of NSA's researchers, [Redacted] are among the recipients of the prestigious Director of National Intelligence Fellows Award. Ambassador Negroponte established the DNI Fellows Program to recognize the technical achievements of individuals across the Intelligence Community (IC) with a \$200,000 research grant. The grant may be used, at the sole discretion of the researchers, towards current or future research projects within the bounds of Government contracting requirements and fiscal law principles.

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

(U//~~FOUO~~) Recognized for his work on Security-Enhanced Linux (SELinux), Stephen has led the development and successful technology transfer of SELinux to the mainstream Linux operating system. Stephen is also leading relationships with a number of industry partners and with the SELinux community to enable the effective creation and management of SELinux policies.

(TS//REL)

[Redacted]

(b) (1)

(b) (3) - 18 USC 798

(b) (3) - 50 USC 3024(i)

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

[Redacted]

(C//REL)

[Redacted]

(b) (1)

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

[Redacted]

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155



(U//~~FOUO~~) In his 13 February 2006 message to the intelligence community:



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

Ambassador Negroponte stated he has "the utmost faith in this year's Fellows and in their judgment" and extended his "congratulations and best wishes to them for some exciting adventures in technology and thought." On behalf of the entire Research Directorate leadership team, please join me in congratulating Stephen and Dave for this well-deserved accomplishment!

Dr. Frederick Chang
Director of Research

DERIVED FROM: NSA/CSS
DATED: 23 November 2004
DECLASSIFY ON: 20291123

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 NOV 2004
DECLASSIFY ON: 20291123



(b) (1)

(3) - P.L. 86-36

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: January 17, 2006

(U) EXECmessage-127: "Approval of the Cryptologic Expeditionary Force (CEF)"

Distribution: Senior Executive Message to the Work Force

POC:

[Redacted]

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

(U) Senior Executive Message from: John Taflan, Associate Director for Human Resources

(U//~~FOUO~~) In LTG Alexander's message to the workforce:

[Redacted]

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

he addressed the need to establish a qualified cadre of civilian and military personnel who can quickly deploy to hostile areas. To meet this challenge, we have developed the Cryptologic Expeditionary Force (CEF) program. The purpose of the CEF is to ensure that a cadre of civilian and military personnel is available and prepared to deploy to hostile areas to provide cryptologic support in the global war on terrorism. The CEF will address deployment assignments to locations covered under the United States Central Command (CENTCOM) area of responsibility, but may later be extended to other locations as mission requirements dictate.

(U//~~FOUO~~) All NSA/CSS civilian and military personnel are eligible to apply for participation in the CEF. Applicants for the CEF are required to successfully complete specific processing requirements in order to be established as deployment ready and qualified for the program. An individual's skills and current performance level will be assessed, along with medical, psychological, and security screening, to determine suitability for deployment to a hostile area. All participants are required to sign an agreement acknowledging their responsibilities as a member of the CEF.

(U//~~FOUO~~) Qualified civilian CEF participants are eligible for a range of deployment incentives that include:

* (U//~~FOUO~~) The Deployment Readiness Award (DRA) in the amount of \$2,500 is payable to Agency civilian personnel who successfully complete the CEF application process and who are approved for participation. This award is renewable at the end of every

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

12-month period provided that the employee signs a new agreement and all application, training, and screening requirements are renewed.

* (U//~~FOUO~~) The Deployment Achievement Award (DAA) will be presented to civilian CEF participants who undertake a deployment (generally 120 days) to a hostile area. The amount of the award will be commensurate with the number of deployments completed since 11 September 2001, and will be awarded upon completion of each deployment.

- 1st deployment: \$ 5,000
- 2nd deployment: \$10,000
- 3rd and subsequent deployments: \$15,000

(U) Managers may also choose to recognize the employee with a greater award amount for a one-time, non-recurring achievement that occurred during the deployment period.

* (U//~~FOUO~~) The Cryptologic Expeditionary Force Service Pin (CEF Service Pin) and certificate will be presented to all civilian and military personnel who deployed to hostile areas on or after 11 September 2001, in support of Agency mission requirements.

(U//~~FOUO~~) Military members are not eligible for the monetary awards associated with this program, but will receive the same compensation as other Service members who serve at the deployed locations. Military members are also eligible to receive medals for their deployed service.

(U//~~FOUO~~) The NSA/CSS Deployment Center, MG3, is responsible for the administration of the CEF. For more information about the program, enrollment procedures, or how to apply for a specific deployment opportunity, please visit the Deployment Center web site at:

[Redacted URL]

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

or "go deployment center." You can also reach the Deployment Center by visiting OPS 1, 3S040 or by calling 963-2780 or 301-688-3713.

John Taflan
Associate Director
Human Resources

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315901

~~TOP SECRET//COMINT~~ [Redacted]

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

Posted on: January 06, 2006

(U//~~FOUO~~) EXECmessage-126: "Texas' Progress with Mission Alignment"

Distribution: Senior Executive Message to the Work Force

POC: [Redacted]

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

(U) Senior Executive Message From: Colonel James R. Marrs, USAF, Commander, NSA/CSS Texas

(U) NSA/CSS Texas is proceeding with all due haste and diligence toward assuming the mantle of "Center of Excellence" for Homeland Security and the Americas, and becoming a leading force within the global cryptologic network. Having adopted NSA's organizational structure in September 2004, NSA/CSS Texas has built powerful new operational relationships with counterpart offices at all levels.

(TS//SI) [Redacted]

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

[Large Redacted Block]

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

(U) Under the leadership of S1, NSA/CSS Texas is aligning our local developmental and production capacity with the decision points and processes of our primary customers/partners. We have carefully tracked with USSOUTHCOM and USNORTHCOM as they have shifted priorities to focus ever more on GWOT targets. Texas is also developing significant customer and mission integration efforts with the many elements of the Department of Homeland Security and other law enforcement entities focused on close-in homeland security missions.

Approved for Release by NSA on
08-22-2016, FOIA Case # 56155

(S//SI) [Redacted]
[Redacted]

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

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

(U//FOUO) NSA/CSS Texas is preparing in earnest for the planned 2008 move into our new facilities. We have already begun to sculpt our workforce, bringing in much-needed enabler and operational personnel.

[Redacted]
[Redacted]

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

Colonel James R. Marrs, USAF
Commander, NSA/CSS Texas

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 November 2004
DECLASSIFY ON: 20291123

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 NOV 2004
DECLASSIFY ON: 20291123

[Redacted]

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

[Redacted]

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

Posted on: January 06, 2006

(U//~~FOUO~~) EXECmessage-125: "Hawaii's Progress with Mission Alignment"

Distribution: Senior Executive Message to the Work Force

POC: [Redacted] (b) (3)-P.L. 86-36

(U) Senior Executive Message From: Captain Christopher Parente, USN, Commander, NSA/CSS Hawaii

(U//~~FOUO~~) NSA/CSS Hawaii began its transformation strategy in 2003. Our efforts emphasized aligning and expanding our workforce, technology, facilities, and training against current and future missions in support of warfighters and national decisionmakers. Our integration of NSA seniors into leadership, mission, and enabler functions supports the growth of other mission responsibilities, to include enterprise continuity of operations (COOP). Our recruiting efforts focus on expanding and/or migrating missions from NSAW, and

[Redacted]

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

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

(S//SI) [Redacted]

[Redacted]

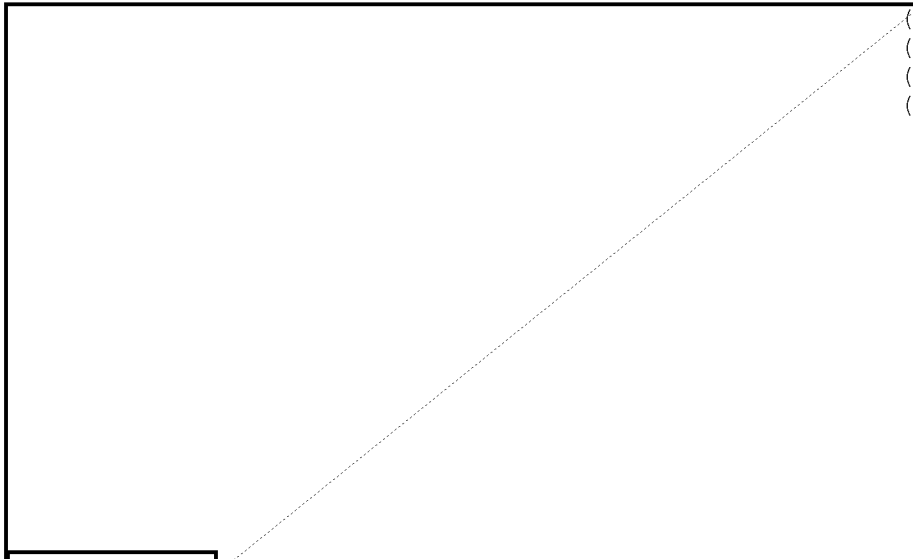
(b) (1)
(b) (3)-50 USC 3024(i)
(b) (3)-18 USC 798
(b) (3)-P.L. 86-36

(S//SI) NSA/CSS Hawaii remains on the cutting edge of new capabilities in mission and support operations. [Redacted]

[Redacted]

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

DOCID: 4315902



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

[Redacted] We look forward to ongoing partnering with the other Cryptologic Centers and NSA/CSS leadership in helping to continually evolve the NSA/CSS enterprise.

Captain Christopher Parente, USN
Commander, NSA/CSS Hawaii

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 November 2004
DECLASSIFY ON: 20291123

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 NOV 2004
DECLASSIFY ON: 20291123

SECRET//COMINT [Redacted]

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

DOCID: 4315903

TOP SECRET//COMINT

(1)

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

Posted on: January 06, 2006

(U//~~FOUO~~) EXECmessage-124: "Georgia's Progress with Mission Alignment"

Distribution: Senior Executive Message to the Work Force

POC:

[Redacted]

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

(U) Senior Executive Message From: Colonel Stephen G. Fogarty, USA, Commander, NSA/CSS Georgia

(S//SI) [Redacted] NSA/CSS Georgia is a full partner in NSA's Mission Alignment and Build-Out of core capabilities to the global Cryptologic Centers. [Redacted]

(b) (1)

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

[Large redacted block]

C 3024 (i)
86-36
C 403

[Redacted] We will continue to mature our existing customer relationships and to develop new customer relationships. [Redacted]

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

(b) (1)

[Redacted] NSA/CSS Georgia will continue to meet or exceed its customers' needs during the Build-Out.

(S//SI) [Redacted] In keeping with NSA's Mission Alignment initiative, NSA/CSS Georgia evolved in 2005 by adopting a more NSA-like structure. We assumed new mission responsibilities, expanded our current missions, and commenced hiring a strong enabler team to facilitate personnel and building growth. [Redacted]

(b) (1)

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

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

[Redacted] We are fully engaged in achieving an enterprise-wide network of capabilities to enhance cryptologic support to national

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315903

interests, [redacted]

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

(TS//SI) [redacted]

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

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

(S) [redacted] We will stay the course to ensure adequate corporate resources are established on-site. [redacted]

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

[redacted]

(b) (1)
(b) (3)-50 USC 3024 (i)
(b) (3)-18 USC 798

NSA/CSS Georgia is a strong member of the Global Cryptologic Enterprise providing superior SIGINT support, and we will continue to evolve under this new model.

Colonel Stephen G. Fogarty, USA
Commander, NSA/CSS Georgia

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 November 2004
DECLASSIFY ON: 20291123

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 NOV 2004
DECLASSIFY ON: 20291123

~~TOP SECRET//COMINT~~ [redacted]

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

SECRET//COMINT [Redacted]

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

Posted on: January 06, 2006

(U//~~FOUO~~) EXECmessage-123: "Colorado's Progress with Mission Alignment"

Distribution: Senior Executive Message to the Work Force

POC: Col Teresa G. Turner, NSA/CSS CO Chief of Staff [Redacted]

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

(U) Senior Executive Message From: John F. Canavan, Director,
NSA/CSS Colorado

(U) NSA/CSS Colorado has led the way for Mission Alignment and Build-Out. We have been living Transformation 2.0 for the past 2 years and have demonstrated NSA's capability and commitment to move significant mission capability away from Fort Meade. With few exceptions, we have successfully transferred or established functional mission capabilities within the purview of the Global Technical SIGINT Enterprise (GTSE)/Weapons and Space Product Line slated for Colorado. We await only the arrival of our remaining military manpower to transition the few remaining capabilities to meet the goals set forth in our Program Implementation Plan and supporting documentation.

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

(S//SI) [Redacted]

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

(U) As the prototype for Mission Alignment and Build-Out, NSA/CSS Colorado has provided lessons learned and insight on multiple fronts for our sister cryptologic centers – lessons in such areas as IT infrastructure costs, governance, and modular facilities construction, to name just a few. We have been proud to lead the way and are committed to realizing the full vision for Mission Alignment and Build-Out at NSA/CSS Colorado.

John F. Canavan

DOCID: 4315904

Director, NSA/CSS Colorado

DERIVED FROM NSA/CSSM 1-52

DATED: 23 November 2004

DECLASSIFY ON: 20291123

DERIVED FROM: NSA/CSSM 1-52

DATED: 23 NOV 2004

DECLASSIFY ON: 20291123

SECRET//COMINT

[Redacted]

[Redacted]

(b) (1)

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

CONFIDENTIAL

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

Posted on: January 05, 2006

(U//~~FOUO~~) EXECmessage-122: "SID's Progress with Mission Alignment"

Distribution: Senior Executive Message to the Work Force

POC: MG Richard J. Quirk, USA [redacted]

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

(U) Senior Executive Message From: MG Richard J. Quirk, USA, Signals Intelligence Director

(U//~~FOUO~~) Last year NSA/CSS launched Mission Alignment and Build-Out - a significant corporate transformational initiative. This is a huge undertaking, but absolutely the right thing to do in order to position the cryptologic enterprise for the future. The signals intelligence mission and the threat are constantly changing, and we have to change the way we operate to ensure that we remain relevant. We need more openness and sharing, more transparency into mission, and more ability to collaborate amongst ourselves, with the

[redacted]

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

(U//~~FOUO~~) Customer Relationships (S1) is expanding its customer-driven approach across the enterprise by placing its core functions in three divisions at the Cryptologic Centers - Customer Engagement Services, Information Sharing Services, and Expeditionary SIGINT Services. The predominance of S1's initial build-out activities will begin in FY06 with vacancies available at each Cryptologic Center (CC).

(S) [redacted] Analysis and Production (S2) launched a mission alignment strategy that places missions at the CCs based on strategic mission themes and regional focus (see the Director's Message: "Mission Alignment and Build-Out Update," released on 4 January 2006).

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

[redacted]

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

DOCID: 4315903

[Redacted]

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

(S) [Redacted] Data Acquisition (S3) is aligning its collection and support services across the enterprise to meet S2's needs as it realigns its missions, as well as distributing critical functions across the CCs to ensure viable and sustainable S3 missions. Many more opportunities will exist across the enterprise as we implement these two purposes. [Redacted]

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

[Redacted]

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

(U//FOUO) [Redacted]

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

[Redacted]

(U//FOUO) As you know, planning and design of the new facilities at each of the CCs are well underway. SID is actively involved in planning these facilities, which are designed to open the way for a more flexible, collaborative way of working. A SID Design Build Team - comprising representatives from S1, S2, S3, SIGDEV, and the extended enterprise - is working closely with I&L and the design consultants to ensure the operational spaces, watch areas, and labs in the new buildings provide an optimal environment for the analysts of the future.

(U//FOUO) These are exciting times. Much is being done to realize the goal [Redacted] much remains to be done in order to achieve mission alignment goals. I am confident that, working together, we will succeed.

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

DOCID: 4315903

MG Richard J. Quirk, USA
Signals Intelligence Director

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 November 2004
DECLASSIFY ON: 20291123

DERIVED FROM: NSA/CSSM 1-52
DATED: 23 NOV 2004
DECLASSIFY ON: 20291123

CONFIDENTIAL

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



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

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: January 21, 2008

(U) EXECMessage-210: "Taflan's Tagline: Performance Planning is Everything"

Distribution: Senior Executive Message to the Workforce

POC: 

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

(U) Senior Executive Message from John Taflan, Chief Human Capital Officer

(U//~~FOUO~~) With the start of the 2008 P3 cycle, I want to take this opportunity to focus on the importance of setting performance expectations. Communication is key in a good performance management system and it starts with the performance planning discussion at the beginning of the rating cycle. Employees need to know what is expected of them; how their work and contributions align with the organizational goals and mission; what good solid performance looks like; and how they'll be measured—and that starts with the supervisor and employee collaborating on developing the performance plan.

(U//~~FOUO~~) Performance objectives should be clearly linked to organizational goals, be clear and concise, and be S.M.A.R.T (specific, measurable, achievable, relevant to the employee's job, and timely). Setting effective performance objectives is invaluable to improving employee performance. Simply put, by linking employee work efforts with the organization's mission and objectives, the employee understands how their job contributes to the Agency. Performance planning serves as the foundation for ongoing communication through the performance management cycle.

(U//~~FOUO~~) All too frequently there is little to no discussion about the quality of performance and what performance means to the organization. I encourage managers to meet with their employees at least once per quarter to make sure employees are on track to achieve their objectives. As our DoD colleagues who have implemented pay for performance have found, working in an organization where employees know what is expected, where there is a shared vision of what needs to be accomplished, and where employees are provided feedback about performance is a recipe for success.

(U//~~FOUO~~) Some key things to remember:

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315947

* The performance cycle for 2008 will run from 1 January 2008 through 30 September 2008. The cycle will be ending earlier than normal to facilitate the transition to the new performance evaluation process, the Annual Contribution Evaluation (ACE), on 1 October 2008. You'll be hearing more about ACE in the coming months.

* Performance plans must be established within 30 days of the beginning of a performance cycle.

* Performance plans include 3 to 5, (no more than 10) weighted performance objectives. Weights indicate how much that particular objective will contribute to the employee's overall rating.

(U//~~FOUO~~) To ensure every rater understands his/her role in the performance management process, I urge managers to require all supervisors to read the P3 guidance. We have developed a Performance Management Toolkit that is designed to help supervisors and employees. For more information on the P3 process and the Performance Management Toolkit, type "go performance."

(U//~~FOUO~~) I look forward to continuing to engage in a dialogue with you, and hope you'll take the time to let us know how we can better serve you. Please send your ideas, suggestions, and comments to "dl askhr" or askhrs@nsa.

John Taflan
Chief Human Capital Officer

(U) "HR: TRUSTED, VALUED PARTNER -- Delivering HR Solutions to the Global Workforce"

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315951

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: February 13, 2008

(U) EXECMessage-212: "ADET Training Evaluation Feedback"

Distribution: Senior Executive Message to the Workforce

POC:

[Redacted]

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

(U) Executive Message from Renée Meyer, Associate Director for Education and Training (ADET)

(U//~~FOUO~~) For the past year, ADET has been collecting training evaluation data through an ongoing initiative known as the Training Assessment by Employee (TAB-E) and the Training Assessment by Supervisor (TAB-S). The purpose is to determine the effect of learning on an employee's job performance by collecting and analyzing information about an employee's on-the-job application of newly acquired knowledge and skills.

(U//~~FOUO~~) TAB-E (Employee) and TAB-S (Supervisor) surveys are sent out 60-90 days after a course completion to gather data regarding the extent to which the training has contributed to job performance and mission outcomes. During FY07, 29,038 TAB-E and TAB-S surveys were sent out, covering 1897 individual courses across 61 curricula. 15,569 responses were received for an overall response rate of 53.6 percent, and some major curricular changes were made based on the information.

(U//~~FOUO~~) The following information summarizes the responses received for FY07:

- 90 percent of employee respondents and 92 percent of supervisor respondents agreed that the training was relevant to the employee's current job.
- 77 percent of employee respondents and 78 percent of supervisor respondents agreed that the employee had an opportunity to use the knowledge and skills gained through the training on the job.
- 82 percent of employee respondents and 83 percent of supervisor respondents agreed that sufficient benefits were derived from training to justify the employee's time away from the job.
- 70 percent of employee respondents and 69 percent of

Approved for Release by NSA on 08-22-2016, FOIA Case # 56155

PM

supervisor respondents reported an increase in the employee's work performance as a result of attending training.

- 88 percent of employee respondents and 82 percent of supervisor respondents reported being satisfied with the results of the training.

(U//~~FOUO~~) Your input is key to providing the right learning at the right time. If you receive a TAB-E or TAB-S survey in your inbox, please complete it. The survey will take less than five minutes of your time, and it will really make a difference where it counts.

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315953

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: February 28, 2008

(U) EXECMessage-216: "Taflan's Tagline: What's New in the 2008 Promotion and Awards Program?"

Distribution: Senior Executive Message to the Workforce

POC: John Taflan



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

(U) Senior Executive Message from John Taflan, Chief Human Capital Officer

(U) The Director's recent charge announced the Agency's 2008 Promotion and Awards Program. As the Director stated, the 2008 program continues our corporate goal of advancing our most qualified employees and rewarding exemplary performance. In the 2008 Program, managers are to recommend permanent base pay increases for employees who have demonstrated significant mission and business results and the potential to continue strong performance at an increased grade level. Managers are also asked to recognize and reward excellent performance through an Annual Performance Bonus or other appropriate award.

(U) The Agency's Senior Leadership Team (SLT) agreed to the following process changes for the 2008 Program:

- (U) The Annual Performance Bonus has revised minimum and maximum dollar amounts to reinforce the importance of making distinctions in performance.
- (U) The promotion process has been streamlined for GG-05 and below employees. These employees are no longer required to submit a Performance Review Package (PRP) for promotion consideration. However, managers of GG-05 and below employees are still required to conduct reviews and consider these employees for promotion based upon the employee's performance (P3) and potential. (The promotion process for GG-07 and above employees has not changed. Employees who are GG-07 or higher are required to submit a PRP to be considered for promotion.)
- (U) As in FY07, Human Resources will continue to provide suggested target numbers of promotions to GG-14 and GG-15 to those Agency organizations receiving base pay increase funding allocations.

Approved for Release by
NSA on 08-22-2016. FOIA
Case # 56155

- (U) Promotion authorities (that is, organizations receiving base pay increase funding allocations) may assign up to ten points when evaluating employees who have deployed to combatant command areas. The assignment of these points is at the discretion of the promotion authority and is to be published in the organization's strategic guidance on the FY08 program.

- (U) The Internal Staffing Resume (ISR) will continue to be a component of the employee's Performance Review Package in the FY08 program; however, this will be the last year that the ISR will be part of the employee's PRP.

(U) HR professionals are ready to assist and support your organization throughout the 2008 Program. More information may be found on the promotion and recognition web site at:

[Redacted]

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

(U) Best wishes to all for continued success.

John Taflan
Chief Human Capital Officer

(U) "HR: TRUSTED, VALUED PARTNER -- Delivering HR Solutions to the Global Workforce"

UNCLASSIFIED//FOR OFFICIAL USE ONLY

DOCID: 4315954

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: February 26, 2008

(U) EXECMessage-215: "Pres Release: Technology Directorate Completes Network Security Study"

Distribution: Senior Executive Message to the Workforce

POC: Dr. Prescott B. Winter

[Redacted]

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

(U//~~FOUO~~) The NSA/CSS Technology Directorate (TD) has completed a comprehensive study of the Agency's networks and has integrally aligned analysis of the information technology undercarriage with security. The Network Study Group, comprising technical leaders from throughout the Agency, supported by representatives from commercial industry, has identified

[Redacted]

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

[Redacted]

(U//~~FOUO~~) The TD's IT master plans are incorporating recommendations from the study and will require collaboration from across the Agency. As a result, we will see in coming weeks implementation plans for the

[Redacted]

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

(U//~~FOUO~~) NSA/CSS senior leadership is fully committed to improving both the performance and security of NSA/CSS networks,

[Redacted]

and involving multiple partners and customers in various theaters worldwide. The Network Security Study is available on NSA Net by typing "go CTO" in your web browser. For more information about the study and its recommendations, contact

[Redacted]@nsa), 996-7000.

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

Dr. Prescott B. Winter
NSA/CSS CTO

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by
NSA on 08-22-2016. FOIA
Case # 56155

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: February 24, 2008

(U) EXECMessage-214: "Taflan's Tagline: New eAwards Form"

Distribution: Senior Executive Message to the Workforce

POC: John Taflan [redacted]

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

(U) Senior Executive Message from John Taflan, Chief Human Capital Officer

(U) The Human Resources (HR) organization is pleased to announce a new eAwards form now available to supervisors, managers, and others who prepare and submit employees for cash and non-monetary awards. Gone are the days of hardcopy awards forms that had to be hand carried office to office to obtain the required signatures. As one of our initiatives to streamline HR processes for the Agency workforce, we have implemented this new e-form.

(U) The new e-form provides many conveniences including:

- ** Electronic, online submission of awards from originator to HR;
- ** Added drop-down menus and other e-form capabilities to facilitate completion;
- ** Use of digital signatures via PKI certificates. Up to 10 signing officials have the ability to sign the form digitally using their digital certificate;
- ** Electronic form routing via e-mail by clicking on the e-mail buttons on the form.

(U) I hope you like the look, feel, and ease of use of this new form. You can access the new eAwards form and instructions on its use by looking under "Forms" at:

[redacted]

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

(U) As always, we welcome your feedback as we look for ways to better serve you. Please send your comments, ideas, and suggestions to "dl recognition" or recognition@nsa.

John Taflan
Chief Human Capital Officer

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

DOCID: 4315964

(U) "HR: TRUSTED, VALUED PARTNER -- Delivering HR Solutions to the Global Workforce"

UNCLASSIFIED//FOR OFFICIAL USE ONLY

~~SECRET~~ [Redacted]

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

Posted on: August 27, 2007

(U) EXECMessage-190: "Announcing the New Education and Training Skill Community"

Distribution: Senior Executive Message to the Workforce

POC: [Redacted]

(U) Senior Executive Message from Renée Meyer, NSA/CSS E&T Skill Community Advocate

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

(U//~~FOUO~~) The Human Resources (HR) Skill Community has always served two populations: HR professionals and Education & Training (E&T) professionals. In recognition of the distinctly different skill sets inherent in these two areas, there will now be two skill communities to better focus on our cryptologic cadre's developmental and professional health needs. For instructions on joining the new Education & Training Skill Community, see below. The HR/E&T Skill Community page currently at:

[Redacted]

will soon be updated to reflect these changes.

(S) [Redacted] If you are an HR professional, this change will be fairly transparent. Your skill community advocate will remain John Taflan, and your skill community director will remain [Redacted]

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

[Redacted] Your work role will not change and you do not need to take any action if you are in one of the following work roles: benefits specialist, employee relations counselor, field administrator, HR generalist, HR program manager, HR research & development specialist, HR strategic consultant, HR technical specialist, or recruiter. If you are in the HR Skill Community but have a different work role, please consult with your supervisor, the skill community director, or your local HR generalist.

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

(U//~~FOUO~~) If you are an Education & Training professional (working inside or outside the Associate Directorate for Education and Training [ADET]), welcome to your skill community! I am your skill community advocate, and your skill community director is [Redacted]. The E&T work roles are growing and changing to reflect enterprise-wide wartime, Transformation 3.0 needs now and in the future. They currently include: E&T program manager (you may formerly have been an "HR program manager"),

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155

instructor, instructional designer (two work roles created from the former "instructor/developer"), learning facilitator, performance improvement consultant (you may formerly have been an "HR strategic consultant"), and skill community leader. Additional work roles will be forthcoming as we continue to develop our new skill community.

(U//FOUO) It is very important for all potential members of the E&T Skill Community to work with their supervisors to determine the most appropriate skill community and, if appropriate, a new E&T work role. Nothing will happen automatically, even if you are assigned to ADET--you must initiate the following action in order to join the new skill community. The process follows:

* The supervisor should initiate a work role change action, via HRMS, using the work role tool found at:

[Redacted]

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

* The supervisor should then send a message to Skill Community Director [Redacted] with the employee's name.

* The skill community director will then submit the skill community change to HR for action.

* If an employee's job responsibilities change due to a skill community/work role change, then supervisors should update the employee's performance plan accordingly.

(U//FOUO) The skill communities, under the aegis of the Professional Development Council, continue to work to develop and promulgate learning and development paths for cryptologic professionals at all levels across NSA/CSS disciplines. For more information, type "go pdc" in your web browser, or contact [Redacted] director of Professional Development, [Redacted] 968-6705.

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

(U//FOUO) For more information about the E&T Skill Community, contact [Redacted] 968-8014.

(U//FOUO) I look forward to working with everyone across the enterprise in our Education and Training Skill Community.

Renée Meyer
NSA/CSS E&T Skill Community Advocate

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

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

DERIVED FROM: NSA/CSSM 1-52
DATED: 8 January 2007
DECLASSIFY ON: 20320108

SECRET [REDACTED]

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




UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: March 17, 2006

(U) EXECmessage-134: "Intelligence Community Pay Modernization"

Distribution: Senior Executive Message to the Work Force

POC: 

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

(U) Senior Executive Message From: John Taflan, Associate Director for Human Resources

(U) The Principal Deputy Director of National Intelligence (PDDNI) has written a message to all Intelligence Community (IC) employees about an ODNI effort to develop a more modern pay system for the IC. In the next few weeks, you will begin to hear about this effort in the Federal Times and in the Federal Digest column in the Washington Post. The Under Secretary of Defense for Intelligence (USD(I)) has also issued a memo explaining DoD's intent to finalize the Defense Civilian Intelligence Personnel System (DCIPS) by the end of 2006. Both of these communications can be accessed at:

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



(U) We are actively participating in both the ODNI pay modernization effort and the USD(I) DCIPS effort. While it is still too early in the process to accurately describe the end product of these efforts, we are confident that the final design will be one that will work well both at NSA and across the IC. Our compensation reform effort remains on hold pending the outcome of these two design efforts.

(U) As we move forward with these parallel efforts, I will keep you informed of progress and our Agency's timelines for implementation.

JOHN TAFLAN
Associate Director
for Human Resources

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Approved for Release by NSA on 08-22-2016. FOIA Case # 56155