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**D/DIR
APPEARS ON
TALK NSA**

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(U) On Wednesday, 8 November, Mr. William P. Crowell made his first appearance on TALK NSA. Before taking questions from viewers, he spent time focusing on "what I think you're talking about in the hallways."

~~(FOUO)~~ The Deputy Director began by discussing the effects of downsizing on the Agency. Almost five years ago we set out on a course to decrease the Agency population at a steady rate [redacted] per year and we've been successful. As we continue the process we want to determine the kinds of skills we'll need and how we can best achieve that skill mix to assure the Agency's future. Regarding promotion trends Mr. Crowell said, "I don't expect dramatic changes over the changes that have already occurred." However, we will need to be frugal and balance the budget. Moving on to the budget he stated that we continue to fight for a budget adequate to keep NSA in business while protecting our future and our ability to supply our customers' needs. Although it has not been signed into law yet, a budget proposal from Congress gives NSA more money than was requested in the President's Budget. Nevertheless, we must continue to fight every budget battle as though it were the only one.

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~~(FOUO)~~ Commenting on VADM McConnell's retirement plans, Mr. Crowell stated that the Director has been a great working partner who has done much to help the Agency. Although the process for nominating his replacement has begun, it will be some weeks before a successor is named. The Director of Central Intelligence (DCI), the Secretary of Defense, and the Chairman of the Joint Chiefs of Staff will be involved in the selection process. The Deputy Director assured the work force that despite VADM McConnell's departure we will stay the course regarding important initiatives such as fighting to sustain the budget; using the Baldrige Assessment criteria to determine our best practices and areas needing improvement; anticipating future target technology changes and developing new tools for coping with them. He stressed the importance of the Agency's ability to team internally and with our partners at other agencies. We've gone through a lot of change and will continue to go through more, but we should be proud of the change that we've already managed. As a final note Mr. Crowell mentioned that the Agency has received a great deal of authorized and unauthorized press coverage of late. He expects this to continue and cautioned members of the work force regarding their obligation to refrain from confirming or denying information about the Agency. During the remainder of the program the Deputy Director addressed the following topics.

Crossing Key Component Lines (U)

~~(FOUO)~~ The ability to change jobs fairly regularly and thereby further develop one's job related skills has long been one of the Agency's strong

points. Mr. Crowell added, however, that it is imperative that we ensure the Agency has the right distribution of skills and that some Key Components do not become overstaffed at the expense of others which also have critical functions. Proper balance is essential, particularly with current hiring limitations. While this balance should be achievable in the long term through careful management and prudent rotation, in the short term there are some restrictions on movement to organizations which are severely overstrength.

Cost/Value of SIGINT (U)

~~(FOUO)~~ The Deputy Director stated that the only way NSA and the Intelligence Community (IC) at large can justify the enormous cost of the SIGINT system is on the basis of its support to military operations. While there are certainly other benefits to the intelligence NSA produces, specifically in the economic and foreign political and diplomatic arenas, preparing for support to military operations in war time is "the most important thing we do." The SIGINT we provide is essentially a "free commodity," and while our customer base has been pleased with the product, they have no way of judging how much it's worth. In fact, "some now see (the NSA) budget as coming out of their budget" and as a result it will become increasingly important for us to make our customers understand that SIGINT does indeed make a sufficient difference to warrant its current budget.

Sharing of Intelligence (U)

(U) Mr. Crowell emphasized that it is important for NSA to think of itself as part of a larger system which can provide policymakers and military leaders with the information they need. Utilizing the varied strengths of agencies in the community through pooling of resources and sharing of information will ultimately produce more and better intelligence. He also cited the potential value of experience gained through sharing of personnel and crossing interagency lines.

Information Highway (U)

~~(FOUO)~~ Technological advances which allow us to electronically send highly classified mail and documentation throughout the world are also creating a myriad of security problems. The Agency has spent a great deal of time educating the Department of Defense on the difficult situation it may be creating with its networking capabilities, and is helping it build the Defense Messaging System by providing tools such as to increase the level of protection. The concern is that "once we become highly networked, we also become highly vulnerable." Citing the NSA system high, closed network, Mr. Crowell questioned, "Do we know that (this system) does not have at least one connection to the outside world? I think we may not always be sure." He concluded by stressing that we will have to work hard to increase the security level of even our internal network systems.

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Finished Product (U)

~~(FOUO)~~ The Deputy Director emphasized that there is no truth to rumors that Congress wants NSA to stop producing finished SIGINT and provide only raw information and translations. Both Congress and our customers are pleased with the quality of NSA reporting and appreciate the role of timely

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collateral information about what specific targets are saying and doing. Mr. Crowell is committed to preventing a return to the days where we simply forwarded raw data without communicating with our customers.

Performance Appraisal System (U)

~~(FOUO)~~ Unsatisfied with the option of establishing a complete ranking of the entire work force, the Senior Agency Leadership Team (SALT) has provided the Performance Appraisal Task Force with a mid-course direction to develop an alternative plan. The SALT is seeking a system which identifies the highest and lowest performers and provides employees with concrete information on their performance and areas which need improvement, but one which avoids a top to bottom ranking. A plan incorporating these components is expected from the Task Force shortly. A description of a Performance Appraisal System that is capable of differentiating individual performances is due from all IC agencies to the DCI by the end of November.

NSA's Public Image (U)

~~(FOUO)~~ Mr. Crowell commented on the IC's relatively new approach to public relations which is to demonstrate the importance of intelligence and what the IC can do. Our Agency freely shares information about our role in the local community via the press and organizations like the Baltimore Washington Corridor Chamber. The fact of our INFOSEC mission and some of the details concerning it are unclassified and whenever possible we make them public. This is especially true when it comes to initiatives that protect the public interest. We cannot have a public image of our SIGINT mission except with regard to our past achievements. When publicizing past successes such as VENONA we "hint" that we're still doing work that is equally significant.

Field Service (U)

~~(FOUO)~~ Field tours are extremely important to the development of additional knowledge and skills and everyone should seriously consider the opportunities that such tours present. We've expanded the field tour concept to include local assignments at CIA, DIA, State, Commerce, etc. This will allow some employees who were not able to relocate because of spousal employment or other concerns to take advantage of the opportunity to broaden their horizons. Upon completion of a field tour it's very important for the reintegration process to work well. It has in the past and most knew where they'd be assigned before or shortly after returning to Headquarters. Mr. Crowell intends to examine this process with the SALT in an effort to assure that it is not a disincentive to field service.

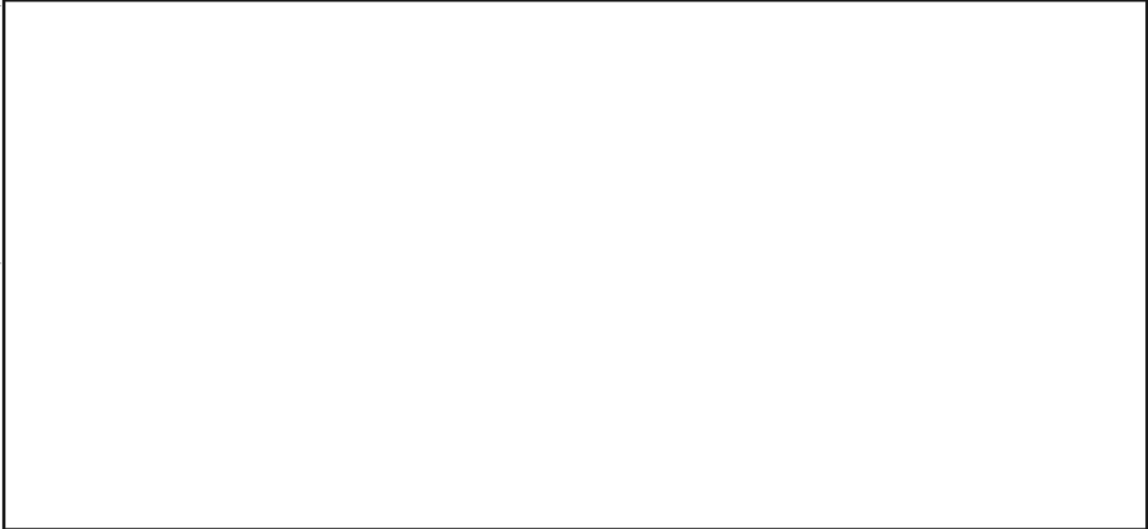
(U) This is just an overview of some of the issues addressed by the Deputy Director. If you'd like to obtain a videotape of the complete program call 968-4476s for a copy.

NSA's Strategic Vision—
To Create Value for Our Customers Through Intelligence that Counts
and Superior Information Systems Security Solutions

**THIS MONTH IN
NSA HISTORY**

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~~(S-CCO)~~ **November 1988:** A Saturday swing shift is usually not very busy, and things were a bit slow on Saturday, 5 November 1988 at the Air Force Station in



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



The Communicator
 Publisher M09
 Design E23
 Printing & Distro Y19

Distribution V

Send comments/suggestions as well as **Letters to the Editor** to:
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 E-mail = jbkisne @ m09.m.nsa
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Postscript File (U)

(U) A TALK NSA Program entitled "NSA's New TDY Travel Process" scheduled for 15 November was postponed because of the furlough. It will now air on 28 November from 1000-1100 hours on Channel 35 (OPS) and Channel 21 (FANX). L1 representatives Chip Mahan and Dianne Salmon will discuss new travel pilot procedures. You will have an opportunity to call in questions by dialing 968-TALK.