



(U//FOUO) SID Using New Classification Markings in Its Reports

FROM: the SIGINT Communications Team
Unknown
Run Date: 05/02/2003

(U//FOUO) Last week, SID reporters were given the go-ahead to start using the "new" Intelligence Community classification markings in the free-flow body of their serialized reports.

(U//FOUO) As a result, the codewords UMBRA, SPOKE, MORAY, and ZARF are being phased out of the text section of SIGINT reports. This means, for example, that paragraphs formerly portion marked TSC (TOP SECRET UMBRA) will become TS//SI (TOP SECRET//COMINT), and SC (SECRET SPOKE) will become S//SI (SECRET//COMINT).

(U//FOUO) By way of background, the "new" IC markings were instituted by the National SIGINT Committee in October 1999. However, use of the new markings required extensive changes to the HIGHTIDE software used to issue reports. On 25 April of this year, most of the software modifications were completed to allow the new markings to appear in the "manually-generated" parts of a report, i.e. the text. The machine-generated overall classification line will continue to show the "old" markings until the system is fully modernized, however. SID's Reporting Policy and Guidance office has issued a memo authorizing and explaining the use of the new markings-
-click [here](#) for further details.

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(TS//SI) Target Development from Scratch: the Russian Tambov Crime Syndicate

FROM: the SIGINT Communications Team
Unknown
Run Date: 05/05/2003

(TS//SI) How to attack a new intelligence target? Last year, the State Department submitted an Intelligence Need for SIGINT on the leader of the Russian Tambov crime syndicate, a Mr. Kumarin. (State wanted to learn whether there were any links between the St. Petersburg syndicate and Russian President Vladimir Putin, who had been Deputy Mayor of St. Petersburg in the mid 1990's.) To produce SIGINT on this topic, SID analysts had their work cut out for them-- NSA had neither Mr. Kumarin's phone number nor a sample of his voice.

(TS//SI) Many months of target development, however, have led to success: the Office of Crime and Narcotics (OCN) is now issuing SIGINT reports based on intercept of Kumarin's telephone. The identification and collection of Kumarin's phone number was made possible by the efforts of OCN's [REDACTED] who worked with Math Research Group analysts to produce contact chaining charts and collection managers to optimize collection. This task could be accomplished only through the coordinated efforts of various SIGINT disciplines. By taking this corporate approach, we not only acquired Kumarin's phone number, but also gained more insights into his organization and activities.

(S) If you'd like additional information about this story, please contact [REDACTED], Chief of the Transnational Organized Crime Branch, [REDACTED] or [REDACTED], Analyst, [REDACTED].

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(U) SID Leadership Office Moves

FROM: the SIGINT Communications Team

Unknown

Run Date: 05/06/2003

(U//FOUO) The SIGINT Director and SID Chief of Staff have moved offices. Details follow:

- MG Quirk is now moved into the SIGINT Director's office (2W106) and is assuming the old phone lines: [REDACTED]
- SID Chief of Staff Charles Berlin has moved into MG Quirk's old office (2W100) but his phone lines remain the same: [REDACTED].

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(U//FOUO) SID What's on Your Mind Session for Shiftworkers--May 14th

FROM: the SIGINT Communications Team
Unknown
Run Date: 05/06/2003

(U//FOUO) If you are a civilian or military shiftworker in SID we want to know what's on your mind!

(U//FOUO) We are especially interested in your ideas because we count you as an important voice in shaping the SID culture and processes. This session will be hosted by [REDACTED] Chief of the SID Workforce Advocacy Team and sponsored by the SIGINT People Office. If you can't attend this session, we hope to see you in the future!

- When: 14 May 2003
- Time: 1130-1300
- Where: OS2B, 2B4118-6

Note: Seating is limited, so arrive early to ensure you get a seat.

(U) For additional information, please contact the SIGINT People Office on [REDACTED] or send an email to [REDACTED]@nsa.

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(U) Stand-up of the Terrorist Threat Integration Center (TTIC)

FROM: Charlie Meals
Signals Intelligence Deputy Director
Run Date: 05/06/2003

(U//FOUO) Thursday, 1 May, marked the official stand-up of the Terrorist Threat Integration Center (TTIC), located at CIA Headquarters. The TTIC was established by direction of the President of the United States as the single U.S. government focal point for all terrorist threat information, foreign and domestic.

(U//FOUO) Mr. John Brennan, the TTIC Director, envisions the TTIC as the hub for information on terrorism threats--a joint venture of member agencies bringing their authorities with them to the TTIC. The TTIC staff is responsible for assessing, integrating, and expeditiously disseminating available threat information and analysis; maintaining an all-source database on known and suspected terrorists; and identifying collection requirements related to the terrorist threat. They will ensure terrorist threat information is quickly turned around and delivered through the Department of Homeland Security (DHS) to local and state officials and others as needed.

(U//FOUO) Mr. Bill Gaches has been assigned from NSA as the TTIC Deputy Director, Threat Monitoring, Integration & Analysis. [REDACTED] is the Senior NSA Representative to the TTIC. She will:

- coordinate NSA-TTIC activities;
- share information with NSA analysts at CIA, FBI, DHS, and other agencies as needed; and
- provide support and "reach back" to NSA to facilitate all-source threat analysis from both the Signals Intelligence (SIGINT) and the Information Assurance (IA) Directorates.

(U//FOUO) NSA's association with the TTIC is a groundbreaking opportunity for the Agency to support national decision-makers in the Counterterrorism and Homeland Security Community. I attended Thursday's ribbon cutting ceremony on behalf of the Director, and I believe the TTIC and DHS will complement each other in a way that will ensure the right people get the information they need to protect the nation. Please join MG Quirk and me in fully supporting this new, but vital, organization and in providing all possible assistance to the NSAers at TTIC.

(U//FOUO) For more information on the TTIC, contact [REDACTED] (s).

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(U//FOUO) What is JOURNEYMAN?

FROM: [REDACTED]
Deputy Chief, Customer Response
Run Date: 05/07/2003

(U//FOUO) The JOURNEYMAN program is a comprehensive effort to transform the way the National Security Agency produces SIGINT (COMINT, ELINT, and FISINT) information and subsequently provide that SIGINT information to our customers when, where, and how they want to receive it. Bottom line, we're going to deliver new capabilities for authoring and disseminating SIGINT information.

(U//FOUO) What does this mean for the analyst? --the ability to write once and disseminate your information in the format the customer needs. For example, you, the analyst, may author information that will be...

- issued as an EGRAM-like report to customers on Intelink and via CRITICOMM,
- issued as a SECRET-level report that will be sent over the SIPRnet with no attribution to NSA, and
- automatically parsed and included in a database the customer can access

...but you write it just once!

(U//FOUO) In addition, the SIGINT sourcing information will be retrievable without the need for you to enter information into numerous fields on a source record sheet, while dissemination will be driven by a customer profile much like a magazine subscription service. Further relief will be afforded by desktop-validation capabilities, a robust workflow capability, and the automatic identification of relevant Information Needs. Analysts will even be able to include multimedia information in the report. This isn't going to happen overnight. We'll deliver capabilities incrementally, using off-the-shelf software whenever possible.

(C) Our initial foray to deliver the Journeyman vision was the rollout of the SIGINT On Demand Tool to all NSAW analysts in May 2002. This product continues to be refined, with the latest version incorporating the current web-based application technologies (rollout scheduled for April 2003), and adding a commercial customer interface tool (June 2003) that will enhance both the presentation of the information and metrics. Our next major effort will be the delivery of TALISMAN (formerly the Consolidated Authoring Tool - CAT). A demonstration of this tool is scheduled for April 2003, and there will be an Interim Operating Capability (IOC) in two NSAW offices - that are currently being chosen - in September 2003. This tool will ultimately replace all the legacy end-product reporting capabilities throughout the extended enterprise.

(U//FOUO) Please bear with us during the transformation. We're trying to connect different systems/technology, some of it decades old; it isn't an easy process and sometimes we won't hit a home run. We depend on you for input and suggestions to improve our current product suite, or to identify the need for new capabilities. We encourage everyone to [view our website](#) ('go JOURNEYMAN') for additional information on what projects are underway, provide feedback, and view our vision of the future authoring and dissemination system by reading the JOURNEYMAN CONOP or by contacting the JOURNEYMAN Project Manager, [REDACTED].

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(U//FOUO) Interagency SARS Conference-- May 20th

FROM: the SIGINT Communications Team
Unknown
Run Date: 05/07/2003

(U//FOUO) The NSA's Office of China and Korea will be sponsoring an inter-agency forum on SARS:

- Inter-Agency SARS Conference
- R&E; Symposium Center
- 20 May 1300-1730

(U//FOUO) This meeting will address the political, economic, and social impact of SARS. The goal of the meeting will be to examine the SARS issue comprehensively by bringing together analysts from across the Intelligence Community. Representatives from DIA, AFMIC, CIA, INR, and FBIS, as well as NSA's Second Party partners, have committed to participating in the conference.

(U//FOUO) Specific topics to be covered in the course of the seminar include: an epidemiological analysis of SARS, the effect of the epidemic on the state security apparatus, the impact of SARS on PLA (Peoples Liberation Army) readiness, the coverage of SARS in the PRC media, as well as the general political and economic impacts of the disease.

(U//FOUO) This important community event is open to anyone who wishes to participate, at the time and place noted above.

(C) POC: [REDACTED] or [REDACTED] [REDACTED] s)

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(C//SI) CATAPULT: A Bilateral Data Port

FROM: [REDACTED]
Deputy Chief, Customer Relations
Run Date: 05/08/2003

(U//FOUO) As you read in [yesterday's article](#), JOURNEYMAN is a comprehensive, evolving program to transform SIGINT product authoring and dissemination. In that article we mentioned the SIGINT on Demand (SOD) product as one of the first deliverables under the JOURNEYMAN umbrella. The Customer Relationships Directorate's (CRD) Customer Response office has another initiative--called CATAPULT--underway that also will be folded into JOURNEYMAN.

(C//SI) CATAPULT is a joint project between NSA and Canada's SIGINT organization, the Communications Security Establishment (CSE), to prototype a data portal for exchanging SIGINT product between NSA and its 2nd Party Partners. The CATAPULT data portal contains all 2nd Party viewable product shared with CSE to include multimedia reporting, CRITICOMM released product, and SIGINT on Demand (SOD) items. CATAPULT--based on SLINGSHOT, a CSE project that provides a similar capability--is implemented at CSE and is accessible from NSANet via a browser interface.

(C//SI) As part of its efforts, the [Joint End Product Planning Group \(JEPPG\)](#) is sponsoring an initiative to establish an [XML standard](#) for the exchange of 2nd Party multimedia product, eliminating the need for any additional automated or manual formatting. In February, we began the exchange of XML-formatted SOD product and metadata for inclusion in CATAPULT and SLINGSHOT--a step up from the text-only email format that was used before. The lessons learned from our experience with CSE on the CATAPULT prototype are being applied to data exchanges with our other 2nd Party partners, as well. In April, Customer Response began forwarding XML formatted SOD product and metadata to the United Kingdom's SIGINT organization Government Communications Headquarters (GCHQ).

(S//SI) In March, over fifty NSA personnel--drawn from the China/Korea product line, TRAILBLAZER Target Operational Pilot (TOP), and Customer Response organizations--began attending half-day training sessions on "CATAPULT Basics." Customer Response continues to identify additional analysts as CATAPULT users; the current configuration can accommodate 200 simultaneous users. During a period extending through April, users will evaluate CATAPULT and generate additional multimedia requirements for the broader JOURNEYMAN program.

(C//SI) For additional information on CATAPULT and the exchange of multimedia product with our 2nd Party partners, contact [REDACTED], Customer Response/Delivery Techniques, [REDACTED], [REDACTED]@nsa.

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(U) Reminder: What's on Your Mind Session Tomorrow

FROM: the SIGINT People Office
Unknown
Run Date: 05/08/2003

(U//FOUO) If you are an experienced SID employee with 15+ years at the Agency, we want to know what's on your mind! We are especially interested in your ideas because we count you as an important voice in shaping the SID culture and processes.

(U//FOUO) This session will be hosted by [REDACTED] Chief of the SID Workforce Advocacy Team and sponsored by the SIGINT People Office. If you can't attend this session, we hope to see you in the future!

When: 9 May 2003
Time: 1230-1400
Where: OS2B, 2B4118-6

Note: Seating is limited, so arrive early to ensure you get a seat.

(U) For additional information, please contact the SIGINT People Office on [REDACTED] or send an email to [REDACTED]@nsa.

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(U) The First SIGINT Enterprise Annual Report

FROM: [REDACTED]
Deputy Chief, SIGINT Planning, Programming and Execution
Run Date: 05/08/2003

(U) Just released: the Signals Intelligence Enterprise's first annual report to our workforce, stakeholders and customers, reflecting on a year that was extraordinary for all of us in the Intelligence Community. The 2002 SIGINT Enterprise Annual Report captures some of the key SIGINT success highlights of the year and strategies for moving forward in 2003.

(U) The importance of SIGINT will continue to grow as a powerful tool in our Nation's defense arsenal. It is a testament to you, the people who work SIGINT, that we have met the vast increased global demands. Your tireless efforts and continuing commitment to the Agency have yielded many mission successes and have allowed the organization to move forward in creating a more efficient and effective operation.

(U) Access the 2002 SIGINT Enterprise Annual Report [here](#).

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(U) The KRYPTOS Society

FROM: [REDACTED]
KRYPTOS Society President
Run Date: 05/09/2003

(U//FOUO) The KRYPTOS Society was established in 1981 to promote interest in cryptanalysis, to provide a focal point for the fields of common interest to cryptanalysts of the National Security Agency, and to promote excellence in the cryptologic community. KRYPTOS has since expanded to all Second Parties with chapters at GCHQ, CSE and DSD, which has members from GCSB as well.

(U//FOUO) KRYPTOS schedules monthly technical talks in the Friedman Auditorium. KRYPTOS sponsors several activities to recognize cryptanalytic excellence: Cryptanalytic Literature Competition, Cryptanalytic Talk Competition, Norman Roberts Award to recognize outstanding junior analysts, Peter Jenks Community Service Award, and selection of Distinguished Members from the retired cryptanalytic community. These awards are presented at an annual fall luncheon.

(U//FOUO) Although NSA's KRYPTOS has an elected council of 8 members from the community, all of these KRYPTOS activities would not be possible without volunteers from the membership. Of approximately 250 members, 25% have signed up as volunteers.

(U//FOUO) We welcome visitors to our website, "go kryptos", where they can learn about the derivation of our KRYPTOS crest, find answers to our yearly Kristmas Krypto Kwiz and read "Tales of the Krypt".

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 **SERIES:**
(U) NSA's Learned Organizations

1. [A Look at NSA's Learned Organizations](#)
2. The KRYPTOS Society
3. [The Crypto-Linguistic Association \(CLA\)](#)
4. [The Collection Association \(CA\)](#)
5. [The Crypto-Mathematics Institute \(CMI\)](#)
6. [The International Affairs Institute \(IAI\)](#)



(S) NCPAC Personnel Deploy to Support Operation Iraqi Freedom

FROM: [REDACTED]
NCPAC F406 SIGINT Operations Division
Run Date: 05/12/2003

(S) Six personnel assigned to the NSA/CSS Pacific (NCPAC) SIGINT Operations Division recently returned from Central Command (CENTCOM) Headquarters in Tampa, Florida, where they provided augmentation support to the "Operation Iraqi Freedom" campaign. Analysts were assigned various positions of responsibility in management, targeting, Battle Damage Assessment (BDA), Weapons of Mass Destruction (WMD), watch supervision, and the Cryptologic Services Group (CSG) watch. Every position was manned 24/7 throughout the conduct of the campaign.

(S//SI) Activities included the development of time sensitive targeting through the fusion of SIGINT and IMINT data, providing timely BDA derived from SIGINT, targeting of Iraqi air defense assets based on ELINT collection, researching possible locations of stockpiled WMD material, and leading the joint intelligence watch in providing timely support to all facets of the campaign. Maintaining a constant dialogue with NSA-- including NSOC, Special Support Activity (SSA), Battle Bridge, Geospatial Exploitation, Targeting Support Activity, and the Iraq Theater Analysis Cell-- as well as GRSOC and the NSA representation at CENTCOM Forward, proved extremely valuable in the accomplishment of each mission.

(C) Each NCPAC analyst gained valuable operational experience in providing SIGINT support in a combat environment. This knowledge will be applied to ongoing NCPAC support to military operations in the Pacific Area of Responsibility (AOR) and will enhance NCPAC's ability to support a broader campaign in the region should the need arise. Likewise, CENTCOM benefited from the diverse knowledge and capabilities of the augmentees. This challenging period reminded all of us that we really are one team, and highlighted our organizational ability to pull together personnel from across the enterprise to provide essential mission support to our warfighting customer.

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(U) SID Mailbag Open for Business

FROM: the SIGINT Communications Team
Unknown
Run Date: 05/12/2003

(U//FOUO) After a brief respite, it's back to the bag! The SID Mailbag is up and running again! The first posting will be on Friday, May 16, and then every Friday thereafter. Mr. Charlie Meals and MG Quirk look forward to receiving any and all comments, questions, and concerns you might have about anything involving the Signals Intelligence Directorate. So speak up! Let them know what the workforce is thinking about!!! Look for the link to SID Mailbag in the Workforce Outreach section above.

End of text.

Z

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(S//SI) Regional Targets' Africa Strategy

FROM: the SIGINT Communications Team
Unknown
Run Date: 05/13/2003

(S//SI) In the wake of 9/11, SID needed to quickly construct a SIGINT attack against terrorist targets in the Horn of Africa--an experience that yielded some valuable lessons learned. These lessons have now been applied towards our SIGINT efforts elsewhere on the continent, in the form of SID/Regional Targets' Africa Strategy.

(S//SI) The Strategy builds on the four central lessons learned, which now form the **cornerstones of a SIGINT strategy**. These include the need to:

- **collaborate** (with CIA, the Commands, GRSOC, 2nd/3rd Parties, and carefully selected African governments),
- **smartly allocate scarce resources** (by focusing resources temporarily on crisis and pre-emergent hot spots),
- **augment the linguistic/analytic workforce** (using contractors as a force multiplier/teaming with host nation linguists), and
- **improve agility** through SIGINT development and training.

The Strategy focuses Regional Targets' Sub-Saharan Africa Division on how best to protect American lives, property, and national interests in Africa by responding to a wide spectrum of customer Intelligence Needs. It takes into account numerous factors, such as prospects for cooperating with other governments and potential new sources of collection sponsored by the European Command (EUCOM).

(S//SI) The post-9/11 surge against terrorist-related targets on the Horn has now become manageable--this has freed up some analysts and linguists to look at the "rest of Africa." NSA managers have done predictive analysis and held planning sessions with SINIOs and customers to help them make informed decisions in positioning these personnel. The Division's organizational structure is now flatter than in the past, with few managers and every available linguist and analyst working some part of the SIGINT production cycle. The workforce is organized regionally, with resources allocated according to the needs of the Global War on Terrorism. Analysts engage various elements of the Extended Enterprise and external organizations to help produce SIGINT-- the Division is eager to collaborate with any partner who can fill a gap or enhance effectiveness.

(S//SI) The Africa Plan is being implemented within the Division by internally staffed Focus Groups formed around the "cornerstones" mentioned above. These Focus Groups generate ideas and actions and help the Division stay aggressive. It is entirely possible that these focus groups will morph into quasi-managerial units from which Division-wide guidance and tasking will originate. Want to know more about this Strategy, or get a status update on its implementation? Contact [REDACTED] ([REDACTED].nsa) or [REDACTED]@[REDACTED].nsa) on [REDACTED]s.

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(U//FOUO) What's on Your Mind Sessions for Shiftworkers-- Starting Tomorrow

FROM: the SIGINT Communications Office
Unknown
Run Date: 05/13/2003

(U//FOUO) If you are a civilian or military shiftworker in SID, we want to know what's on your mind! We are especially interested in your ideas because we count you as an important voice in shaping the SID's culture and processes.

(U//FOUO) Sessions will be hosted by [REDACTED] Chief of the SID Workforce Advocacy Team and sponsored by the SIGINT People Office. If you can't attend these sessions, we hope to see you at future sessions!

- When: 14 May 2003
- Time: 1130-1300
- Where: OPS2B, 2B4118-6

- When: 14 May 2003
- Time: 1800-1930
- Where: OPS1, 2C086

- When: 16 May 2003
- Time: 0200-0330
- Where: OPS1, 2C086

Note: Seating is limited, so arrive early to ensure you get a seat.

(U) For additional information, please contact us at [REDACTED] or send an email to [REDACTED]@nsa.

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(U//FOUO) ...and Planning Ahead: What's on Your Mind Session for New Hires-- May 28th

FROM: the SIGINT Communications Team
Unknown
Run Date: 05/14/2003

(U//FOUO) The next What's on Your Mind Session will be for military or civilian SID employees who were hired in the last two years.

- When: 28 May 2003
- Time: 1230-1400
- Where: OPS2B, 2B4118-1

Note: Seating is limited, so arrive early to ensure you get a seat.

(U) For additional information, please contact us at [REDACTED] or send an email to [REDACTED]@nsa.

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(U) SID's Promotion Process

FROM: Charles Berlin
SID Chief of Staff
Run Date: 05/14/2003

[REDACTED]

(U) Recently, Harvey Davis sent a [message](#) explaining the importance of feedback in the ongoing Promotion and Awards Program Process. I would like to underscore that SID is fully committed to this idea-- it is the right of every SID employee to receive thoughtful and timely feedback from management on his or her performance, including one's standing for possible promotion.

(U) Some may not be aware that the current process is about more than just promotions-- it includes a range of awards for excellent performance, including monetary awards (such as Quality Step Increases and Special Achievement Awards) and non-monetary awards (honorary awards, time-off awards, etc.). We cannot promote everyone who is deserving--there are many outstanding performers in SID and a finite number of promotions--but we do have other ways of recognizing great work. We have committed a minimum of 50% of our award money to this promotion cycle. Managers are looking at people's performance and potential, keeping in mind SID's promotion and award dollars.

(U) While managers have a duty to provide productive feedback, there is also an employee's responsibility to accept feedback well. Feedback is a two-way street-- listen to your manager and try to understand what it is you must do to excel in the future. Our Workforce Management Executive, [REDACTED], has a booklet, *Ongoing Feedback: How to Get It, How to Use It*, that might be helpful to you; please contact her if you would like one.

(U) MG Quirk and Charlie Meals view the workforce as the "top and bottom line" in SID-- they are committed to a fair promotion and award system. Let's do our best to contribute to the success of this process.

(U) The below resources are available to help managers provide effective feedback:

- [Performance Management Info for Raters and Mr. Bruce Tulgan's Employee Feedback video](#)
- [Tulgan's FAST Feedback system](#), including training tools
- Perhaps the handiest guide is an easy-to-follow, [condensed working aid of all the Tulgan materials](#).

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**(U//FOUO) What's on Your Mind Sessions for Shiftworkers--
Wednesday and Friday**

FROM: the SIGINT Communications Team
Unknown
Run Date: 05/14/2003

(U//FOUO) If you are a civilian or military shiftworker in SID, we want to know what's on your mind! We are especially interested in your ideas because we count you as an important voice in shaping the SID's culture and processes.

(U//FOUO) Sessions will be hosted by [REDACTED] Chief of the SID Workforce Advocacy Team and sponsored by the SIGINT People Office. If you can't attend these sessions, we hope to see you at future sessions!

- When: 14 May 2003
- Time: 1130-1300
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- Time: 0200-0330
- Where: OPS1, 2C086

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(U//FOUO) Machine Translation Success Story

FROM: the SIGINT Communications Team
Unknown
Run Date: 05/15/2003

(U//FOUO) We couldn't call this one a "SIGINT Success Story" because it goes so far beyond SIGINT and is an accomplishment not only for NSA but for the entire Intelligence Community.

(S//SI) Curious? Last fall, a representative of our own Senior Language Authority (SLA) learned that the CIA had obtained the latest and best Arabic machine translation software, produced under a 7-year long development contract with a foreign firm. However, such software usually needed to go through a costly and time-consuming code review process before it could be used. The SLA representative pointed out that NSA's Information Assurance (IA) Research Group had developed a capability that makes foreign software safe-and thus could provide a way for NSA to host CIA's new Arabic machine translation securely and quickly.

(S//SI) Our SLA representative then partnered with the Director of Central Intelligence (DCI) Foreign Language Committee and the Technical Manager of Language and Speech Exploitation Resources at Ft. Huachuca to identify funding to implement the plan. The NSA Center for Applied Machine Translation (CAMT) worked through the Chief Information Officer and the Research Directorate to create a special turn key secure environment to host the necessary applications, and the new secure environment was approved in mid-March.

(S//SI) The result? NSANet was able to host CIA's latest Arabic machine translation just as the Middle East situation escalated into war. In March, for example, 11,000+ documents were translated through the CAMT, as compared to the usual 3,000. Users included the USS Carl Vinson, the USS Abraham Lincoln, the USS Mount Whitney, and many other military intelligence units deployed in the Gulf.

(U//FOUO) For further information, contact [REDACTED] Senior Language Technical Authority; Chairman, LASER ACTD Text Integrated Product Team, [REDACTED]

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(U//FOUO) SID Property Inventory Starts Next Week

FROM: [REDACTED]
Chief, SIGINT Support Services
Run Date: 05/15/2003

(U//FOUO) The SID 2003 Property Inventory is set to begin 19 May 2003. It may seem that we just completed an inventory... and you would be correct: the 2002 inventory was completed on 6 March 2003 as the result of an extension. The results of that inventory were that only 97% of the equipment was located, or another way to say it was that more than \$27M of SID equipment was "unaccounted for". The final report for the 2002 inventory has not been signed by the DIR C/S.

(U//FOUO) The requirement for Property Accountability is outlined in US law, DOD accounting manuals, NSA/CSS Directives and Regulations. NSA performs inventories for numerous reasons, the first to ensure we can account for the equipment we should have on hand to apply against mission requirements. Another reason is it's the law and we're trying to keep people out of jail. The regulations require that all equipment with an acquisition cost of \$5000 or more (as of July 2001) and all computers, regardless of cost to include laptops, palmtops/PDAs, etc. be accounted for. The entire SID Property Accountability program includes data base management, tagging new equipment, tracking equipment transfers, monitoring the shipping of property and assisting in the turn-in or excessing of equipment. Also included laptop/palmtop inventories, development of Property Policy and assisting in training Property Officers.

(U//FOUO) We hope the 2003 inventory will be easier, shorter and will achieve better results. The objective is accounting for 100% of the equipment and we must finish by 31 December 2003. We hope that with support from senior SID leadership coupled with buy-in and support at all levels of SID, that this inventory will be more successful, less painful and achieve better results. It will require management awareness and commitment to make it happen. To reach our goal we will need the support of everyone in SID. We hope to get some of the gaps in Property Officers filled, train them and support them in performing their duties. As the inventory progresses we will use tools such as this to communicate how inventory is going. We need to achieve 100% accountability.

(U//FOUO) If you're interested in knowing more about Property Accountability we suggest you visit the [SID Property Web page](#) for a better understanding of what this program is all about. (or type: go sid property).

POC: [REDACTED] Chief SID Property Office, S02S1, [REDACTED]

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(C) The Matrix is Here...Original NIPF Version, Not "Reloaded"

FROM: [REDACTED]
NSA Representative to NIPF Working Group
Run Date: 05/15/2003

(C) In late April, you were told that NIPF was coming, and now that statement has become reality. To refresh you, NIPF is the new National Intelligence Priorities Framework, which completely overhauls the intelligence priority process. NIPF is the response to a Presidential Directive and is a more dynamic process than ones in the past. It includes a priorities review every six months and comprises a basic matrix --a prioritized list of intelligence topics that encompass the breadth of the Intelligence Community missions plotted against a global set of target countries and organizations.

(C) The NIPF matrix has been approved by the DDCI for Community Management, Joan Dempsey, and the ADCI for Analysis and Production, Mark Lowenthal for community release. The NIPF matrix, together with the DCI priorities defined in NSPD-26, will be posted on the new ADCI/AP NIPF website on Intelink. Information on specific Intelink websites on which NIPF and NSPD-26 data are posted is listed below. In addition, the files and documents may be accessed on the Strategic Intelligence Issues website ("go S17")

(C) The Intelink version is available at [REDACTED].

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(U) The Comms Team Runs with the Pack!

FROM: SIGINT Communications
Unknown
Run Date: 05/16/2003

(U) Three individuals in SIGINT Communications enjoyed participating in Armed Forces Week. They were 3 of the over 400 runners who came out to run the Armed Forces 5K. The 3.2 mile course weaved in and out of the paved roads and parking lots surrounding the OPS buildings. All of the participants were met with cheers and smiles at the end of course...not to mention snacks and T-shirts! If you weren't one of the 400 this year, plan to be one next year!

Z

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(U) The Crypto-Linguistic Association (CLA)

FROM: the CLA
Unknown
Run Date: 05/16/2003

(U//FOUO) Created in 1965 by NSA's Hall of Honor recipient Dr. Sydney Jaffe, the Crypto-Linguistic Association (CLA) is the only NSA-based learned organization that supports the continuing development and advancement of Agency language analysts, and engages its members in language-related activities. These activities include a speaker series, an annual banquet with a nationally recognized speaker, an ever-growing foreign film library, a soon-to-be lending library of foreign "books on tape", and a foreign language film festival. This year's festival included films in Arabic and French, Chinese, Hebrew, Hindi/Punjabi, Japanese, Korean, Portuguese, Serbo-Croatian, and Spanish.

(U//FOUO) Presentations in our speaker series have featured topics of interest driven by our members. These include Compensation Reform for Language Analysts, Preparing Resumes, Tips on Taking PQE's, the New Defense Language Proficiency Test (DLPT V) as a replacement for the PQE I, and the new Language Analyst Professional Health Program. CLA presents two annual awards: the prestigious Sydney Jaffe Award for civilians and the CAPT Joseph Rochefort Award for military personnel. These awards honor language professionals whose outstanding mission accomplishments reflect the tradition of leadership, ingenuity and scholarship exemplified by Dr. Jaffe and CAPT Rochefort.

(U//FOUO) CLA partners with the NSA/CSS Language Analysis Skill Community through a formal Cooperative Research and Development Agreement in order to engage and involve as many language analysts in as many relevant activities as possible. CLA partners annually in the fall with the NSA/CSS Senior Language Authority to sponsor Language Week. The goal of Language Week is to highlight the importance of cryptologic language work, to familiarize non-language professionals with the language world, and to enable sharing and exchange among language analysts. Last year's theme was "One Year After 9/11: How Language Analysis Work Has Changed". Highlights included a kick-off town meeting with DIRNSA, SID Director, and Director Analysis & Production, an overview of national-level language needs, language initiatives from the perspective of the Intelligence Community, a session on "Getting to Level-3/3", a luncheon with the Director of the Klingon Institute, daily one-hour mini-language seminars and technology demos, and a large-scale book swap.

(U) We enthusiastically welcome language analysts who would like to become a member of the 200-strong CLA. This is a chance to enhance your language skills while networking with your skill community peers. Last but not least, it's fun! Please see our web page at "go cla" and contact one of our board of directors for further information-- we'd be happy to hear from you!

SERIES: (U) NSA's Learned Organizations

1. [A Look at NSA's Learned Organizations](#)
2. [The KRYPTOS Society](#)
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(U//FOUO) SID Property Inventory Starts Today

FROM: [REDACTED]
Chief, SIGINT Support Services
Run Date: 05/19/2003

(U//FOUO) The SID 2003 Property Inventory is set to begin today, 19 May. It may seem that we just completed an inventory... and you would be correct: the 2002 inventory was completed on 6 March 2003 as the result of an extension. The results of that inventory were that only 97% of the equipment was located, or another way to say it was that more than \$27M of SID equipment was "unaccounted for". The final report for the 2002 inventory has not been signed by the DIR C/S.

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(U//FOUO) SIGINT DEVELOPMENT 2003 Conference

FROM: [REDACTED]
SIGINT Development Strategy and Governance
Run Date: 05/19/2003

(U//FOUO) Preparations are in full swing for the international SIGINT Development 2003 conference, "Creating Opportunities Through Collaboration", which will be held at NSA, 09-13 June 2003.

(U//FOUO) The conference will kick off in Friedman Auditorium with a Keynote Address by SID Director MG Richard J. Quirk, followed by "State of SIGINT Development" addresses by SIGINT Development leaders from NSA, GCHQ, CSE, DSD, and GCSB. The remainder of the conference will consist of a series of workshops in smaller conference rooms with a format designed to encourage lively discussion among the participants.

(C) The agenda includes something for everyone involved or interested in SIGINT Development. We are offering workshops on Convergence/Cross Media Chaining, Network Analysis, Follow the Money/People/Goods, Target Templating, Social Network Analysis, Skills & Training, and Policy & Legalities, during which briefers will present the latest SIGDEV tools and techniques and will provide ample opportunity for valuable analyst exchange to help solve some of SIGINT's most challenging problems. On Thursday 12 June, there will be a special session on Fiber Optics consisting of an unclassified tutorial sponsored by the Laboratory for Telecommunications Sciences in the morning which will acquaint analysts with the technology. Thursday afternoon NSA technical leaders will conduct a classified session presenting specific case studies to help analysts understand optical networking from a SIGINT perspective and to illustrate what is important to analyze and report from that environment. Sidebar sessions on Wireless LANs, Geographic Information Systems, Internet Research, and Highlights of SIGINT Development at field sites round out the program. Throughout the week, there will be a wide range of live demonstrations of tools along with on-site tours of organizations involved in or supporting SIGDEV activities.

(U//FOUO) Visit the [SD2003 webpage](#) for agenda details. An online conference registration form is also available from this page.

(U//FOUO) Contractors are welcome to attend SD2003, but they should be currently performing SIGINT Development work.

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(U) Interagency SARS Conference -- Today

FROM: SIGINT Communications
Unknown
Run Date: 05/20/2003

(U//FOUO) In an effort to deepen the intelligence community's understanding of the SARS phenomenon and explore the impact of the virus on the PRC and the world, the China/Korea Product Line is sponsoring an interagency forum on SARS to be held on **Tuesday, 20 May, 1300-1730, at the R&E; Symposium Center** .

(U//FOUO) Analysts from throughout the intelligence community will present their findings on an array of topics. Among the presentations will be:

- An epidemiological assessment of SARS from the Armed Forces Medical Intelligence Center (AFMIC)
- SIGINT perspectives on SARS from NSA analysts
- CIA's analysis of SARS' political and economic impact
- A DIA briefing on SARS and China's military readiness
- FBIS assessment of SARS coverage in PRC and Taiwan media
- A State/INR view of SARS and its effect on diplomacy

(U//FOUO) This conference is open to anyone with an IC-badge cleared to the TS//SI level. There is no need to pre-register. Seating will be on a first-come, first-served basis.

(U//FOUO) For more information, call or email [REDACTED] and [REDACTED] at [REDACTED]; [REDACTED] nsa, [REDACTED]@nsa

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(U//FOUO) Introduction to the Korean Issue Management Team

FROM: the Korean Issue Management Team
Unknown
Run Date: 05/20/2003

(U//FOUO) This past November the SID Director introduced you to the ["Issue Manager Team"](#) construct. In February 2003, the "Korean Issue Management Team" (KIMT) was formed and consists of members from Customer Relationships (██████████), Analysis and Production (Fran Fleish), and Data Acquisition (██████████). The KIMT is established to identify North Korean SIGINT gaps, prioritize them, and challenge the enterprise to respond with solutions. The KIMT's objective is to "bind the bubbles" with the SID Director's authority to leverage people and resources in a quiet way to get their job done. Our goal is to transform how we do business, optimize our resources and provide increased value to our customers. Because KIMT's potential is so great for the Enterprise, we want to keep you updated on our progress.

(S//SI) On 11 March, the KIMT briefed the NSA/CSS Long Term SIGINT Strategy against North Korea to the 2nd Qtr/FY03 SIGINT Enterprise Quarterly Executive Leadership Conference held at Fort Belvoir, Virginia. As a result of the brief, the KIMT was tasked to use the [six SID Operating Principles](#) to conduct an analysis of the Priority-1 NK Information Needs (INs). This effort was completed and briefed to the SID Executive Leadership Board (ELB) on 16 April. The Team is currently completing an assessment of the Priority-2 NK INs, which combined with the Priority-1 INs, will account for approximately 75% of all NK INs.

(S//SI) A lesson learned from the Iraq IMT was that we are increasingly working intelligence issues that do not correlate to any one Intelligence Community (IC) organization. Additionally, we discovered that seamless work across the entire Enterprise is critical to bridging the threat-based and capability-based SIGINT system. To be effective, we must plan meticulously to produce SIGINT with an unwavering focus for our customer needs. Therefore, the KIMT is coordinating a Multi-INT Review, with other Intelligence Community partners, to map customer key decisions/interests on NK, to stated customer INs and then determine which IC Agency has the lead for each IN. Additionally, the KIMT is planning a series of NK [Rock-Drills](#) in the June-July timeframe. The first Rock-Drill will focus on coordinating, at the working level, short and mid-term cryptologic planning activities on NK. This effort will include organizations throughout the Enterprise, to include Service Cryptologic Elements (SCE's), key customers and other IC partners. The second Drill will facilitate senior-level discussions on the Multi-INT Review and a wrap-up of the first NK Rock-Drill.

(S//SI) We expect the results of these activities to optimize our overall capability against NK, providing the best possible SIGINT support to our customers. This effort is all about integrated planning and disciplined execution across the Enterprise. You'll be hearing more about the Multi-INT Review and NK Rock Drills so stay tuned!

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(U//FOUO) Fusing Signals Data, with WARGODDESS

FROM: [REDACTED]
WARGODDESS System Engineer
Run Date: 05/21/2003

(S//SI) In recent years, SID has taken a number of steps to provide intelligence to its customers in a format that is of maximum usefulness to its users. A good example of this is the WARGODDESS program. This is an effort to build information systems that fuse multiple sources of data (mainly SIGINT, but also MASINT and IMINT) to give both intelligence producers and operational warfighters dramatically improved battlespace awareness and target understanding. By intelligently correlating and fusing multiple sources of signal data, a WARGODDESS- based system can help characterize targets and threats and produce estimates about the targets and their intentions.

(S//SI) What progress has been made so far? WARGODDESS systems have successfully supported several military operations, including those in Afghanistan and Iraq. The system directly supported the time-sensitive targeting of mobile surface-to-air-missile systems in Iraq during the initial stages of the Operation Iraqi Freedom air campaign, producing a real-time tracking picture. Members of Central Command Air Forces in Saudi Arabia, Qatar, and South Carolina praised SID's Ground Systems Office (GSO)-- the program office-- for the system's performance and the individual efforts of all those involved. In addition, Lt Gen Mosley, the Combined Forces Air Component Commander, personally thanked NSA Director Lt Gen Hayden for this support.

(S//SI) As a result of this success, GSO has received numerous requests for additional systems deployments both inside and outside the U.S. SIGINT System. The GSO team met with Lt Gen Hayden on April 10th, and SID Director MG Quirk on May 5th for initial discussions on the way forward for the WARGODDESS Program. In early May 2003, a WARGODDESS client was deployed to Ramstein, Germany for the U.S. Air Force's 26 Information Operations Group (IOG) operators to evaluate; and in mid-June an upgrade will be deployed to the system at the Medina Regional Security Operations Center (MRSOC). In addition, it appears that the GSO leadership may transition the WARGODDESS technology base to a larger program in future.

(U//FOUO) For further information, contact the WARGODDESS Program Manager, [REDACTED] S33321, [REDACTED].

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(U//FOUO) SID Leadership Holds Offsite

FROM: SIGINT Communications
Unknown
Run Date: 05/21/2003

(U//FOUO) In the SID Town Meeting last month, SIGINT Director General Quirk and his deputy, Charlie Meals, stated their strong commitment to act as a team and to move decision-making to the right levels in the organization. The SID leaders have taken a major step toward this goal through a 2-day offsite, which began yesterday at the University of Maryland's Institute for Defense Analysis in Bowie, Maryland. Participating in the meeting are the SID Director and Deputy Director, plus the leaders and technical directors of the SID Deputy Directorates and SID staff.

(U//FOUO) This offsite is the first time the entire Leadership team has gathered together as a group. It is designed to give SID Leaders an opportunity to get to know each other, assess current efforts, and identify challenges. Check future editions of SID Today for more on the results of this meeting!

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(U//FOUO) OpSIGINT Update: New Target Focus and Exciting Job Opportunities

FROM: SIGINT Communications
Unknown
Run Date: 05/22/2003

(S//SI) The Korean peninsula is one of the most critical and challenging target areas now facing the Intelligence Community. The SIGINT Director has selected this mission area as the next target for Operation SIGINT (OpSIGINT) to work in partnership with the Korean Issue Management Team (KIMT).

(U//FOUO) We introduced you to the [Korean IMT](#) earlier this week. The OpSIGINT Task Forces leaders who will support the IMT are: [REDACTED], [REDACTED], and [REDACTED]. The goals of OpSIGINT remain consistent with previous iterations-- to improve the quality of SIGINT by:

- anticipating customer needs,
- ensuring robust SIGINT development activities,
- realigning access to focus on opportunities, and
- encouraging the evolution and improvement of processes.

OpSIGINT also will continue to provide a practical forum for exchanging operational ideas, strategies, and best practices.

(U//FOUO) For a unique opportunity to see your inspiration and perspiration translated into tangible results, consider joining OpSIGINT! OpSIGINT is rebuilding its team and has an immediate need for enthusiastic individuals, both civilian and military, with experience in customer relations, target development, intelligence analysis, and/or access and collection.

(U//FOUO) OpSIGINT is hosting an information session on Thursday, 5 June 2003, at 1400 for those interested in learning more. At this session, you will hear about OpSIGINT's past, present, and future, as well as the positions now available. Please contact the OpSIGINT Leadership Team if you'd like to attend or want further details about current job opportunities at: DL OPSIGINT_LDRS (for NT users) or [REDACTED] nsa [REDACTED] nsa [REDACTED]@nsa (for SUN users).

(U//FOUO) The OpSIGINT Command Center is staffed by 18-month detailees from across SID. If you're interested in and selected for a detail, OpSIGINT will work with your management chain to negotiate support for release and related administrative details.

(U//FOUO) For additional information, please click here for the [OpSIGINT website](#) or type "go operation sigint".

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(U) The Collection Association (CA)

FROM: the CA
Unknown
Run Date: 05/22/2003

(U//FOUO) The NSA Collection Association (CA) was established 26 years ago to serve NSA collection and associated interests by providing Community-wide recognition and unique opportunities for professional growth in collection and related disciplines. The Collection Association membership has played a role in the many successes of NSA at one point or another in their career. They tend to care strongly about the collection field and work every day to continue to learn, to improve, to research, to manage, to look at or for new intelligence environments. They also work to pass on to the next generation the knowledge that at times only comes with years of experience--not from books-- to assist the future collectors in upholding the high standards of the collection field.

(S//SI) Through the years, the role of the collector has evolved from that of searching through the frequency spectrum with a receiver with "line of sight" ground antennas to that of using satellite receivers allowing collectors a larger area of coverage. Many people still think of collectors as being the folks that "sit rack", but the changing intelligence environment has provided collectors a wide choice of areas to perform their skills. We still have High Frequency (HF) environment collectors that "sit racks" and "roll up on their targets" each day and identify their targets by their operating characteristics or map a network of transmitters within hours or days. But we now have engineers who go TDY to set up equipment in the field and do surveys. Their official title may be engineer, but when they collect data, for that moment, they are a collector. Even the folks searching the Internet for information, whether it is the written word, hidden message, etc.-- they are collectors when they search and pull information from the web.

(U//FOUO) During its life, the CA has recognized several individuals with yearly awards. These awards were established not only to recognize outstanding collectors and collection managers yearly, but to honor those individuals whose names identify the awards and who played an integral role in the collection community, as well as the Collection Association. The CA Awards that are presented each year to deserving individuals are the Ardisana Collector of the Year Award, the Thomas Mooney Collection Manager of the Year, the William Hunt, Sr. Technical Literature Award. In 1997, the team award named for Norbert H. Syzmanowski, commonly known as "Ski Team Award", was created and was presented for the first time in 1998. For more information on these awards and a list of winners, check out our [awards page](#).

(U//FOUO) For further information on the Collection Association and how to become a member, check out the [Collection Association web page](#) or contact any of the [Officers or Members-at-Large](#). You may also type "go ca" in Webworld.

SERIES: (U) NSA's Learned Organizations

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(U//FOUO) Why Have Names Changed in SEARCHLIGHT?

FROM: SIGINT Communications
Unknown
Run Date: 05/22/2003

(U//FOUO) You may have noticed that many names are now appearing differently in SEARCHLIGHT-- often middle initials have been replaced with the person's full middle name. Why is it happening, and how can you have your entry changed if it is not appearing correctly? We'll get to the "why" a little later, but first the "how":

- If your middle name now appears in full and used to be just an initial, you cannot have it changed back to just the initial.
- If an incorrect middle name is now appearing, you can have it changed by contacting "ISMT" (█████ nsa or DL ISMT).

(U//FOUO) Now on to the "why": CONCERTO is the Agency's personnel system. Most of your personnel information is in what we'll call the "HR" part of CONCERTO. This is what you, your supervisor, and other authorized people see when you log into CONCERTO and look at your profile. Stuff like your awards, past assignments, etc. is in there. Obviously your name and your SSN are part of HR CONCERTO for identification purposes. There is also a SECURITY part of CONCERTO. This is where your clearances, etc. are kept. Your name and SSN are also part of SECURITY CONCERTO for identification purposes. The two parts of CONCERTO are kept separate for obvious security reasons, but "Mary Jane Smith" with SSN: 123-456-7890 in HR CONCERTO is the same person as "Smith, Mary Jane" with SSN: 123-456-7890 in SECURITY CONCERTO.

(U//FOUO) SEARCHLIGHT is the Agency's corporate directory service. The "registration" of your name and SSN in SEARCHLIGHT (for those of you whose SEARCHLIGHT records are marked "confirmed") originated in the HR CONCERTO. In HR CONCERTO, middle initials tend to be more prevalent than middle names. So "Mary Jane Smith" may have appeared in SEARCHLIGHT as "Mary J. Smith".

(U//FOUO) ...ENTER THE PKI CERTIFICATE:

(U//FOUO) A required part of creating the PKI certificate, which is used to electronically identify you, is the inclusion of your full name. Because your PKI will be used for identification in electronic systems and exchanges (such as e-mail), the corporate directory system, SEARCHLIGHT, must now have you registered with your full name. Part of your PKI certificate also includes your security credentials and the official source of this information is SECURITY CONCERTO. To get your PKI certificate, your full name must be in SEARCHLIGHT and must match your full name in SECURITY CONCERTO. So, in order to get a PKI certificate, "Mary J. Smith" in SEARCHLIGHT must be changed to "Mary Jane Smith." In addition, for those people who did not already have a PKI certificate by March 2003, it is important to know that the name change has already occurred in SEARCHLIGHT. For those who already had a PKI certificate at that time, the name change has been delayed until it is time to renew the PKI certificate. When those people renew their PKI certificate, a process will be triggered to automatically change their SEARCHLIGHT name to match their SECURITY CONCERTO name. If there are any differences between the way names are stored in SEARCHLIGHT and HR CONCERTO, those differences will have to be resolved by contacting Security Information, Q235 with an email to "ISMT" (as noted above).

(U//FOUO) NAME DIFFERENCES IN PREVIOUSLY EXISTING CERTIFICATES:

(U//FOUO) Many of you who have previously received your PKI certificates, did so with your name in SEARCHLIGHT at a time, and in a format, which preceded the "rollover" of names from SECURITY CONCERTO. If they were different, that immediately created a mismatch between the PKI and SEARCHLIGHT names, which equated to an identity failure and a subsequent PKI

certificate revocation. However, prior discussions recognized this problem and the subsequent impracticality of multiple revocations throughout the agency. It was consequently decided that existing, valid PKI certificates which would encounter this condition would not be revoked, but rather allowed to continue existing until their normal expiration date. The requirement for full identity validation would then occur at renewal time, ultimately bringing everything in line and eliminating the need for numerous immediate reapplications in the meantime.

(U//FOUO) For further information, see an announcement in [What's New in SEARCHLIGHT](#).

Contributors to article:

, CRD Communications
, Concerto Representative
, Searchlight Representative

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(U) Address on Terrorism in Southeast Asia-- May 27th

FROM: SIGINT Communications
Unknown
Run Date: 05/23/2003

(U) Dr. Zachary Abuza, the academic world's premier specialist on terrorism in Southeast Asia, will be addressing the NSA workforce on **27 May in Friedman Auditorium from 10:00 to noon**. He will be discussing terrorism and terrorist organizations in that part of the world.

(U) Dr. Abuza is considered the foremost expert on terrorism in Southeast Asia and has written extensively on that topic. He spent several months last year in Southeast Asia interviewing both "good" guys and "bad" guys, and is currently working on a book about terrorism. Please come and see the world through the eyes of someone who has been there up close and personal.

(U) This presentation is unclassified and is open to everyone.

(U) This presentation is sponsored by the SINIO Council. POCs: [REDACTED] ([REDACTED]) and [REDACTED] ([REDACTED]).

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(U//FOUO) Conference on Organized Crime Held This Week

FROM: [REDACTED]
SINIO for International Crime and Narcotics
Run Date: 05/23/2003

(U//FOUO) In recent years, there has been increase in cross-border criminal activities, including trafficking in drugs, people, weapons, as well as in the laundering of the proceeds. On May 19th, the SINIO for Crime and Narcotics, in concert with the International Crime and Narcotics product line, sponsored a conference on *International Organized Crime: The Threat to U.S. National Security and The Challenge of Global Organized Crime*. This conference examined the transnational criminal organizations that engage in these activities, as well as the threats posed to U.S. security.

(U//FOUO) Mr. Bill Black, NSA Deputy Director, commenced the conference, and introduced keynote speaker Grant Ashley, Assistant Director, FBI Criminal Investigations. Experts from both academia and the Intelligence and Law Enforcement Communities provided briefings on:

- the U.S. position in defending the homeland against organized crime syndicates;
- the nexus of organized crime, terrorism and drugs;
- the economic threat to U.S. national security from organized crime and money laundering;
- exploring money laundering vulnerabilities;
- global organized crime and the threat to critical infrastructures; and
- Russian organized crime.

(U//FOUO) Providing the NSA workforce with strategic information from experts working these issues outside of the Intelligence Community is a critical approach in keeping fresh and expanding for our analysts the global understanding and integration of these national security topics, serving as a critical enabler in educating and leading the workforce to meet the needs and priorities of the future, and providing a big picture scope with which to guide and reinforce our internal efforts on the organized crime target.

(U//FOUO) Most unique about this particular conference, which is one in a series, was that for the first time, our community customers were invited to attend, providing both audience diversity and a unique opportunity for networking between academia, the Intelligence Community, and Law Enforcement. Participants included attendees from MRSOC, Drug Enforcement Administration, State Department, CIA, Justice Department, FBI, and Canada's Communications Security Establishment (CSE).

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(U) SID Celebrates Memorial Day

FROM: CMSgt [REDACTED]
SID Senior Enlisted Advisor
Run Date: 05/23/2003

(U) This Memorial Day millions of Americans will be enjoying time off with their families, taking advantage of the spring weather to pull out the backyard grill or taking the kids to the amusement park. Students will be making plans for their summer vacation while others will be planting their gardens, shopping for bargains at the mall, or doing the spring-cleaning chores. Regardless of what you have planned, you have the freedom to choose your activity because of the men and women we honor on Memorial Day, a day set aside to remember the sacrifice of those who died in all of our nation's wars.

(U) Most historians agree that the observance of Memorial Day was born of compassion and empathy in 1863. As the Civil War raged, loved ones were cleaning Confederate soldiers' graves in Columbus, Mississippi, placing flowers on them. They noticed nearby the Union soldiers' graves, dusty, overgrown with weeds. Grieving for their own fallen soldiers, the Confederate women understood that the dead Union soldiers buried nearby were the cherished loved ones of families and communities far away. They cleared the tangled brush and mud from those graves as well as their own soldiers' graves and laid flowers on them all.

(U) Soon the tradition of a "Decoration Day" for the graves of fallen soldiers spread. On May 5, 1866, when the Civil War was over, Henry Welles of Waterloo, New York, closed his drugstore and suggested that all other shops in town also close up for a day to honor all soldiers killed in the Civil War, Union and Confederate alike. It was a gesture of healing and reconciliation in a land ripped apart by conflict.

(U) Sixteen years later, in 1882, the nation observed its first official Memorial Day. Memorial Day represents one day of national awareness and reverence, honoring those Americans who died while defending our nation and its values. Since its beginnings, our country has faced many threats that have tested its courage. From war-torn battlefields, conflicts at sea and air, to our current global war against terrorism, generations of brave men and women have fought and died to protect our democracy. Their sacrifices have made this nation strong and our world a better place. While it's right that we should honor these heroes every day for the contribution they have made to secure our nation's freedom, it's especially fitting that we remember them on Memorial Day.

(U) When thinking about the true meaning of Memorial Day, the words of Charles M. Province come to mind:

It is the Soldier, not the reporter,
Who has given us Freedom of the Press.

It is the Soldier, not the poet,
Who has given us Freedom of Speech.

It is the Soldier, not the campus organizer,
Who has given us the Freedom to demonstrate.

It is the Soldier, not the lawyer,
Who has given us the right to a fair trial.

And it is the Soldier--who salutes the flag,
Who serves the flag, and

Whose coffin is draped by the flag--
Who allows the protester to burn the flag.

(U) So what are your plans for Memorial Day? By all means enjoy your picnics and backyard barbeque, the parades and baseball games or time with family and friends. But please also remember to take time to reflect on the true meaning of Memorial Day. Something as simple as observing the National Moment of Remembrance at 15:00 local time...a chance for all Americans to pay tribute to those who placed country before self and paid the ultimate sacrifice for our freedom. We owe them a debt of honor and gratitude.

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(U) Address on Terrorism in Southeast Asia-- Today

FROM: SIGINT Communications
Unknown
Run Date: 05/27/2003

(U) Dr. Zachary Abuza, the academic world's premier specialist on terrorism in Southeast Asia, will be addressing the NSA workforce **today-- 27 May-- in Friedman Auditorium from 10:00 to noon** . He will be discussing terrorism and terrorist organizations in that part of the world.

(U) Dr. Abuza is considered the foremost expert on terrorism in Southeast Asia and has written extensively on that topic. He spent several months last year in Southeast Asia interviewing both "good" guys and "bad" guys, and is currently working on a book about terrorism. Please come and see the world through the eyes of someone who has been there up close and personal.

(U) This presentation is unclassified and is open to everyone.

(U) This presentation is sponsored by the SINIO Council. POCs: [REDACTED] and [REDACTED]

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(U//FOUO) SID Leadership Offsite: Believing in Magic

FROM: Charles Berlin
SID Chief of Staff
Run Date: 05/27/2003

(U//FOUO) "I believe in magic," stated MG Quirk last week, setting the tone for the new Signal Intelligence Directorate (SID) leadership team's first group meeting. There is an almost entirely new ensemble at the upper echelon of the SID, and they are new not only to the workforce, but to each other--at least in the roles they now occupy. Energy was high as the individuals got to know one another, began to form as a unified team, and addressed the business of SID.

(U//FOUO) SID leadership wants to create an atmosphere where magic can happen by harnessing the power of SID's greatest asset: its workforce. Led by SID Director MG Richard Quirk and Deputy Director Charlie Meals, the newly-appointed Deputy Directors [REDACTED] Jim Allen, and [REDACTED], their Assistant Deputy Directors, Technical Directors, and other SID leaders discussed how to "facilitate brilliance" by eliminating impediments in the way of accomplishing SID's mission. All agreed that leadership's primary responsibility is to empower and engage the workforce and push decision-making down to the right levels. As MG Quirk stated, "We need to start and end our decision-making process with what's best for the nation."

(U//FOUO) The leaders considered where SID is today and its future direction. The leadership team agreed that a sound strategy and organizational structure is already in place and delivering incredible results. As the new leadership team coalesces, their emphasis will be on evolution, not revolution. The leadership team will build upon this initial meeting and continue the steps they have taken toward building a responsive leadership team delivering consistent, fair, and understandable guidance.

(U//FOUO) Two more leadership meetings are planned for the coming months. The leadership team is united in their enthusiasm for the SIGINT mission and overcoming the challenges that lie ahead. Let the magic begin!

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(U//FOUO) New-Hire *What's on Your Mind* Session-- Today

FROM: the SIGINT People Office
Unknown
Run Date: 05/28/2003

(U//FOUO) If you are a civilian or military SID employee and were hired in the past two years, we want to know what's on your mind! We are especially interested in your ideas because we count you as an important voice in shaping the SID culture and processes. This session will be hosted by [REDACTED], Chief of the SID Workforce Advocacy Team, and sponsored by the SIGINT People Office. If you can't attend this session, we hope to see you in the future!

- When: 28 May 2003
- Time: 1230-1400
- Where: OPS2B, 2B4118-1

Note: Seating is limited, so arrive early to ensure you get a seat.

(U) For additional information, please contact the SIGINT People Office on [REDACTED] or send an email to [REDACTED]@nsa.

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(U) SID's Interactions with Congress: Setting the Budget

FROM: SIGINT Communications
Unknown
Run Date: 05/28/2003

(U//FOUO) Although SID provides intelligence primarily for the use of the Executive Branch of the government, it is the U.S. Congress that provides oversight and determines the Agency's budget. That is why our dealings with Congress are so important. In this series, we'll look at how SID interacts with Congress-- we think you'll be surprised at how much work goes into this effort, most of it invisible to the general SID workforce. The focal point within SID for these interactions is SID Legislative Affairs (SID LA).

(U//FOUO) Our main contacts in Congress are with the following four committees:

- House Permanent Select Committee on Intelligence (HPSCI)
- Senate Select Committee on Intelligence (SSCI)
- House Appropriations Committee (HAC)
- Senate Appropriations Committee (SAC)

For budgeting purposes, the first two committees are known as "authorizers", while the latter two are the "appropriators". Let's look briefly at the budget process (we'll try to keep it simple!)...

(U) The Budget

(U) "Marking Up" the President's Budget

(U//FOUO) Since Congress controls the governmental purse strings, many of our dealings with Congress are related to budget issues. The process works like this:

- The President submits a budget to Congress (with SID's portion detailed in a document called the Congressional Budget Justification Book - CBJB) requesting specified amounts of money for NSA and 12 other agencies that are part of the National Foreign Intelligence Program. Every year, NSA's DF2 (Accounting and Financial Services) puts together the CBJB based on input from SID and the rest of the Agency, excluding IAD.
- The above four congressional committees then review the CBJB and "mark it up"- i.e. they indicate whether they think the funding should be raised, lowered, or left the same. The committee staffers also may request briefings on various projects, to help them gauge the appropriate level of funding.
- The congressional committees then reconcile (this is referred to as "conference") the various versions of their mark ups, which result in the Intelligence Authorization Bill and the Intelligence Appropriation Bill. At that point, it is submitted to the full Congress for a vote and (if passed) sent to the President for signature or veto.

(U) More on the CBJB



SERIES:

(U) SID and Congress

1. SID's Interactions with Congress: Setting the Budget
2. [SID's Interactions with Congress: Budget Jargon and RFIs](#)
3. [SID's Interactions with Congress: Communications and Orgs](#)
4. [Re-Invigorating the Collection Association](#)

(U//FOUO) The compilation of the CBJB is a major project. Personnel from NSA's DF3 (Program and Budget Build) coordinate with SID budget managers to gather together cost figures and justifications for every program across the directorate and present the data in a consistent format for the congressional committees. The CBJB is due to the committees on the first Monday in February. The recently completed Fiscal Year 2004 CBJB totaled 761 pages, and took 5 months to assemble.

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(U) SID's Interactions with Congress: Budget Jargon and RFIs

FROM: SIGINT Communications
Unknown
Run Date: 05/29/2003

(U) Today is part 2 in our 3-part series on SID and Congress:

(U) *Budget Jargon*

(U//FOUO) As with everything else, the budget process has its own vocabulary. Here are a few terms you may hear:

- **Fence** : When NSA funding is fenced, it means we cannot spend those dollars until we satisfy certain requirements levied on us by Congress. Fences are associated with Congressional Directed Actions (CDAs).
- **With/Without Prejudice** : When a cut is taken "with prejudice", it means that NSA must take the cut from a specified project/program. If a cut is taken "without prejudice", we have the option of funding that program/project at the level we requested and taking that cut from elsewhere in the budget.
- **A not A** : Appropriated not Authorized. This occurs when the Appropriators provide funding for programs, but the Authorizers do not give NSA the authority to spend it.
- **Hollow Authority** : This occurs when the Authorizers give NSA the authority to spend funds, however, the Appropriators do not provide us the with the dollars.
- **Congressional Member/Staffer** : The "member" is the senator or congressman. The "staffer" is just that--one of his staff. The staffers are led by a "staff director". Sensitive classified information is sometimes shared only with the staff director and members of Congress--not with the staffers-- to limit distribution as much as possible.

(U) *Where Are We in This Budget Process Now?*

(U//FOUO) Right now, the SSCI has just completed its mark up, while the other three committees are still working on theirs. SID LA has just completed many briefings related to the CBBJ, to provide clarification or additional detail for the congressional staffers. Most of the congressional Requests for Information (RFIs) or briefings are centered on:

- SID support to Operation Iraqi Freedom;
- Data-sharing among Intelligence Community elements (allowing analysts from other agencies access to raw SIGINT data); and
- TRAILBLAZER.

(U//FOUO) The House Appropriations Committee Survey and Investigations (HAC S&I;) is also investigating metrics for SIGINT collection programs. This is essentially a cost/benefit analysis of the various Expenditure Centers (ECs) for SIGINT collectors and enablers.

(U) *Which Congressional Staffers Do We Usually Deal With?*



SERIES:

(U) SID and Congress

1. [SID's Interactions with Congress: Setting the Budget](#)
2. SID's Interactions with Congress: Budget Jargon and RFIs
3. [SID's Interactions with Congress: Communications and Orgs](#)
4. [Re-Invigorating the Collection Association](#)

(U//FOUO) SID often works with specific congressional staffers, as follows:

- HPSCI: Riley Perdue (majority staffer) and Beth Larson (minority staffer)
- SSCI: Jim Barnett
- HAC-Defense: Steve Nixon
- SAC-Defense: Jennifer Chartrand

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(U) The SIGINT Director Needs You!

FROM: SIGINT Communications
Unknown
Run Date: 05/29/2003

(U//FOUO) Are you ready for the challenge of working at the highest levels of the Signals Intelligence Directorate? Our new SIGINT Director, MG Richard Quirk, is looking for an experienced, skilled, and dedicated civilian executive assistant. You'll be working issues, exchanging ideas, and helping make decisions while working directly with SID leadership. This is an unparalleled opportunity to understand and influence the big picture while preparing yourself for future senior leadership positions.

(U//FOUO) For more information, go to the [vacancy announcement](#). Don't delay-- the closing date for the vacancy is this Friday, 30 May.

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(U) SID's Interactions with Congress: Communications and Orgs

FROM: SIGINT Communications
Unknown
Run Date: 05/30/2003

(U) This is the final article of our series:

(U) Communications

(U) How Many Congressional Queries and Briefings Does SID LA Handle Per Month?

(U//FOUO) The number of queries from staffers varies. The busiest months are typically March, April and May, because the staffers are reviewing the CBJB and preparing their budget mark ups. This year, a total of 18, 40, and 23 RFIs were received during these months, respectively. A large majority of the queries require a very quick turnaround during this time, and as it is LA's opportunity to influence the mark ups, these requests are given focused attention.

(U//FOUO) Requests for briefings tend to be heaviest from Jan - May. Again, this is due to the fact that staffers are preparing for their mark ups. This year, the number of staffer visits to SID ranged from 12 to 16 per month during the period of March through May. These visits often included multiple briefings.

(U) How Else Does SID LA Communicate With Congress?

(U//FOUO) In addition to budgeting issues, Congress is also responsible for general oversight of NSA (and SID), to ensure we are doing our job competently and adhering to the law. As a result, we keep the Congress informed of significant developments that may affect our performance (positively or negatively). A vehicle for doing this is a "Congressional Notification". These range from "bad news" reports-- such as power outages that have resulted in degradation of service or security breaches at field stations-- to items of interest such as:

- the NSA Off-site Language Processing Facility;
- Global Network Analyst Intern Program;
- change in SID leadership; and
- new partnerships with Third Parties.

As such, notifications are a great way to keep Congress informed of good news as well as bad news. They should hear it from us before they read it in the paper.

(U) How Does SID LA Communicate with the SID Workforce?

(U) Every Friday SID LA publishes a Weekly Congressional Update providing feedback on recent congressional visits, highlighting upcoming visits and congressional travel. This update can be found on the [SID LA website](#). The updates are also available via the **SID Notes/Reports** section of the SID Today homepage.

(U) Organizational Structure



SERIES:

(U) SID and Congress

1. [SID's Interactions with Congress: Setting the Budget](#)
2. [SID's Interactions with Congress: Budget Jargon and RFIs](#)
3. SID's Interactions with Congress: Communications and Orgs
4. [Re-Invigorating the Collection Association](#)

(U) How Does SID LA Work With NSA's LAO?

(U//FOUO) SID LA provides congressional staffers and committees with appropriate SIGINT-related information and briefings and develop the SID Congressional Engagement Strategy for inclusion into the overall NSA Engagement Strategy. The office is not forward-deployed from NSA LAO, but is actually assigned to SID and staffed by SIGINTers. It is structured similarly to NSA LAO in that SID LA has separate "account managers" for the involved congressional committees. Office personnel usually attend SID briefings to the congressional staffs and committees and provide feedback on these sessions to SID leadership. They can then provide background information as to the tone and context surrounding follow-on queries from Congress.

(U//FOUO) For further information on how NSA LAO interacts with Congress, see their web page at "go lao".

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(U//FOUO) Why Have Names Changed in SEARCHLIGHT? (repost)

FROM: SIGINT Communications
Unknown
Run Date: 05/30/2003

(U//FOUO) You may have noticed that many names are now appearing differently in SEARCHLIGHT-- often middle initials have been replaced with the person's full middle name. Why is it happening, and how can you have your entry changed if it is not appearing correctly? We'll get to the "why" a little later, but first the "how":

- If your middle name now appears in full and used to be just an initial, you cannot have it changed back to just the initial.
- If an incorrect middle name is now appearing, you can have it changed by contacting "ISMT" ([REDACTED] nsa or DL ISMT).

(U//FOUO) Now on to the "why": CONCERTO is the Agency's personnel system. Most of your personnel information is in what we'll call the "HR" part of CONCERTO. This is what you, your supervisor, and other authorized people see when you log into CONCERTO and look at your profile. Stuff like your awards, past assignments, etc. is in there. Obviously your name and your SSN are part of HR CONCERTO for identification purposes. There is also a SECURITY part of CONCERTO. This is where your clearances, etc. are kept. Your name and SSN are also part of SECURITY CONCERTO for identification purposes. The two parts of CONCERTO are kept separate for obvious security reasons, but "Mary Jane Smith" with SSN: 123-456-7890 in HR CONCERTO is the same person as "Smith, Mary Jane" with SSN: 123-456-7890 in SECURITY CONCERTO.

(U//FOUO) SEARCHLIGHT is the Agency's corporate directory service. The "registration" of your name and SSN in SEARCHLIGHT (for those of you whose SEARCHLIGHT records are marked "confirmed") originated in the HR CONCERTO. In HR CONCERTO, middle initials tend to be more prevalent than middle names. So "Mary Jane Smith" may have appeared in SEARCHLIGHT as "Mary J. Smith".

(U//FOUO) ...ENTER THE PKI CERTIFICATE:

(U//FOUO) A required part of creating the PKI certificate, which is used to electronically identify you, is the inclusion of your full name. Because your PKI will be used for identification in electronic systems and exchanges (such as e-mail), the corporate directory system, SEARCHLIGHT, must now have you registered with your full name. Part of your PKI certificate also includes your security credentials and the official source of this information is SECURITY CONCERTO. To get your PKI certificate, your full name must be in SEARCHLIGHT and must match your full name in SECURITY CONCERTO. So, in order to get a PKI certificate, "Mary J. Smith" in SEARCHLIGHT must be changed to "Mary Jane Smith." In addition, for those people who did not already have a PKI certificate by March 2003, it is important to know that the name change has already occurred in SEARCHLIGHT. For those who already had a PKI certificate at that time, the name change has been delayed until it is time to renew the PKI certificate. When those people renew their PKI certificate, a process will be triggered to automatically change their SEARCHLIGHT name to match their SECURITY CONCERTO name. If there are any differences between the way names are stored in SEARCHLIGHT and HR CONCERTO, those differences will have to be resolved by contacting Security Information, Q235 with an email to "ISMT" (as noted above).

(U//FOUO) NAME DIFFERENCES IN PREVIOUSLY EXISTING CERTIFICATES:

(U//FOUO) Many of you who have previously received your PKI certificates, did so with your name in SEARCHLIGHT at a time, and in a format, which preceded the "rollover" of names from SECURITY CONCERTO. If they were different, that immediately created a mismatch between the PKI and SEARCHLIGHT names, which equated to an identity failure and a subsequent PKI

certificate revocation. However, prior discussions recognized this problem and the subsequent impracticality of multiple revocations throughout the agency. It was consequently decided that existing, valid PKI certificates which would encounter this condition would not be revoked, but rather allowed to continue existing until their normal expiration date. The requirement for full identity validation would then occur at renewal time, ultimately bringing everything in line and eliminating the need for numerous immediate reapplications in the meantime.

(U//FOUO) For further information, see an announcement in [What's New in SEARCHLIGHT](#).

Contributors to article:

 CRD Communications
, Concerto Representative
, Searchlight Representative

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(U//FOUO) SID Leaders Reconvene for Second Offsite Meeting

FROM: SIGINT Communications
Unknown
Run Date: 06/02/2003

(U//FOUO) Today marks the beginning of the SID leadership team's second two-day offsite meeting. The leaders intend to maintain the momentum they established during their earlier meeting on May 20 and 21, when the leaders built relationships and addressed the business of SID.

(U//FOUO) SID leaders want to create an atmosphere where magic can happen. At this offsite, the leadership team, led by SID Director MG Richard Quirk and Deputy Director Charlie Meals, will be focusing on SID's strategy and setting priorities, giving consideration to where SID is today and its future direction. A third and final meeting will be held in the coming months. Stay tuned to SID Today for further information on the outcome of this meeting!

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(U//FOUO) View from the Iraqi Front: Friedman Presentation

FROM: SIGINT Communications
Unknown
Run Date: 06/02/2003

(U//FOUO) What was the Iraq war like, from the perspective of the officer then serving as the CENTCOM Director of Intelligence (J2)? Join Brigadier General Zahner on **6 June from 1300-1400 in Friedman Auditorium** as he describes:

- What really happened, including stories you didn't see in the press.
- How the war was fought differently from any other.
- How the warfighter uses intelligence, including SIGINT. How did it help and what could have been improved?

(U//FOUO) If you have questions for BG Zahner, you can ask them during the question and answer period, or you can email them to [REDACTED] or [REDACTED]@nsa prior to the talk.

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(U) Coming Soon: SID Around the World!

FROM: SIGINT Communications
Unknown
Run Date: 06/03/2003

(U) Pack your bags. We're going on an adventure! Over the next few weeks, the SID Today page will feature SIGINT stories from your fellow employees from all over the world! It's unbelievable where SIGINT can take you. Keep logging on to the SID Today page and find out!

z

 **SERIES:**
(U) SID Around the World '03

1. Coming Soon: SID Around the World!
2. [SID Around the World: Living High in the Balkans](#)
3. [SID Around the World: SIGINT from Paradise \(Okinawa\)](#)
4. [SID Around the World: A Country the Size of Maryland](#)
5. [SID Around the World: Life in the Field](#)
6. [SID Around the World: Washington, D.C.](#)
7. [SID Around the World: Peak Conditions in Denver](#)
8. [SID Around the World: The Rheinland](#)
9. [Spanning The Globe...Misawa to Menwith Hill: Part 1](#)
10. [Spanning The Globe...Misawa to Menwith Hill: Part 2](#)
11. [SID Around the World: A TDY to Guantanamo Bay](#)

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(S//SI) New Release: The FORNSAT Plan

FROM: [REDACTED]
Technical Director for FORNSAT
Run Date: 06/03/2003

(TS//SI) This isn't your Grandfather's FORNSAT Plan! For over 30 years, the collection and processing of international communications from foreign communications satellites (FORNSAT) has been part of NSA's balanced collection program. To maintain that balance, FORNSAT Program has planned a vigorous modernization. The FORNSAT Plan probes the current intelligence value of the FORNSAT program vis-a-vis the commercial satellite business plans for launches, services and customers. Then it lays out the current technical capability, pointing out the current and future needs and prioritizing the system gaps. These gaps form the basis for the proposed modernization. It's no surprise that the FORNSAT system is in a dire need of upgrade to exploit the technology already introduced to the commercial industry--technology that is being used today by important intelligence targets, i.e. mobile satellite phones, digital video broadcast over satellite, private satellite networks, etc.

(TS//SI) Major thrusts of this plan begin with the need for a wholesale change in the FORNSAT architecture. The last major upgrade for the program was Trans World Digital (TWD) in the mid-90s. TWD targeted long-haul international circuit-switched telephony and was designed before the Internet boom. Bottom-line is that the current architecture, primarily engineered for voice traffic, is trying to support high data-rate DNI carriers. The second major thrust is in the area of Mobile Satellite Services (Thuraya, ACeS, Inmarsat and others). These service providers illuminate their coverage areas through the use of hundreds of spot beams. Our 13 fixed FORNSAT sites cannot provide the necessary access; the plan presents a number of options, including relying on our covert partners to provide the required points of presence. Lastly, the Plan proposes ways to improve FORNSAT's SIGINT Development capabilities. Initiatives range from providing additional resources, to the concept of the "Virtual Analyst"--leveraging the various Signals Development Centers to provide signals analysis support to our covert partners.

(TS//SI) For over 30 years, FORNSAT has provided timely and significant information on a wide variety of intelligence topics that by their nature flow across national boundaries. This access has delivered transit traffic about terrorists, international crime, weapons of mass destruction, proliferation, arms control, international finance and trade, not to mention the intelligence derived from diplomatic communications, private commercial networks, airline reservations and billing data. The flexible architecture of the FORNSAT system has allowed NSA to fine-tune collection and processing and locate information relevant to the most current intelligence needs. For this reason, FORNSAT has consistently provided the information used in over 25% of end product reporting year after year. And a careful implementation of the FORNSAT Plan will ensure this trend to continue for many years to come.

(S//SI) For further information on the FORNSAT Plan, check out the [FORNSAT Division web page](#). You may also type, "go fornsat" in Webworld.

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(U) Sydney Jaffe Career Language Award Winners

FROM: SIGINT Communications
Unknown
Run Date: 06/04/2003

(U//FOUO) Recently, the [Crypto-Linguistic Association \(CLA\)](#) announced the [winners of the career language awards for 2003](#). This is the first year that four recipients have been chosen for the awards- two each receiving the Dr. Sydney Jaffe Award (for civilians) and the CAPT Joseph Rochefort Award (for military). For each award, a category was added to recognize mid-career accomplishments. In this first of two articles, we'll focus on the recipients of the Jaffe Award.

(S//REL) The winner of the **Sydney Jaffe Award, Mid-Career**, was [REDACTED] of the France and Belgium Branch (S2C41). [REDACTED] was recognized for [REDACTED] contributions as a language teacher, multi-linguist, and advocate for the linguist workforce.

(S//SI) [REDACTED] is widely known around NSA as one of the Agency's premier Dutch linguists and, since his arrival has helped 15 other Dutch linguists achieve professionalization. In 1998, [REDACTED] created a Dutch transcription course from scratch, saving the Agency an estimated \$5,000 per student in fees to language contractors--and produced better results. Later, in 2000-2001, [REDACTED] developed and taught a formal language class in beginning Dutch to three students; after 12 weeks of instruction, all passed the level two proficiency exams with flying colors. Most recently, [REDACTED] is overseeing a new web-based intermediate transcription course.

(S//SI) In addition to being a native speaker of Dutch, [REDACTED] is professionalized in German and is proficient in French. He is a highly productive transcriber and has provided Dutch language assistance to many Analysis & Production shops, and to other Intelligence Community agencies. He has also made significant contributions to signals research and target development (SRTD) efforts in SID. As a Master in the Language and Linguistic Technical Track, [REDACTED] has served on Technical Track panels and has chaired the Dutch voice PQE committee since 1994.

(S//REL) The winner of the **Sydney Jaffe Award, Long-Term**, is [REDACTED] of the Other Balkan Entities Branch (S2A54). [REDACTED] was recognized for his superlative accomplishments at NSA, consistently producing work of outstanding quality and quantity in multiple languages, while still making time to serve as a mentor for others.

(TS//SI) [REDACTED] has achieved certification in approximately a dozen languages (including level-4 competency in some), and level-2 competency in several more. Remarkably, he is self-taught in most of them! In his career, he has produced literally thousands of reports, working at various times with Bulgarian, Czech, Hungarian, Macedonian, Polish, Russian, Serbo-Croatian, and Slovene. [REDACTED] reporting has supported high-level policy makers, the fight against terrorism, and combat and stabilization operations. He played a key role in the Agency's diplomatic reporting on the Balkans crisis throughout the 1990's.

(TS//SI) [REDACTED] also has a long history of serving the language community. He has chaired or served on multiple Professional Qualification Examination (PQE) committees, and oversaw PQE testing in Eastern European languages (up to 9 languages simultaneously). Furthermore, he played a crucial role in shaping the guidelines for the PQE system. Additionally, he has fused his strong software skills with his language and operational expertise to develop new tools to expedite language work. For example, he developed a scanning tool that tripled processing efficiency for a special project.

(U) These are just some of the accomplishments of the Jaffe Award winners. We think you will agree that their contributions have been truly exceptional. Warmest congratulations to the honorees!

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(U) CAPT Joseph Rochefort Career Language Award Winners

FROM: SIGINT Communications
Unknown
Run Date: 06/05/2003

(U) Yesterday we told you about the winners of the Jaffe Career Language Awards. Today we spotlight the winners of the CAPT Joseph Rochefort Award for military linguists:

(S//SI//REL) The winner of the **Rochefort Award, Mid-Career**, is [REDACTED], **USAF**, of the Russian Tactical Air Team (J35A2) at the Medina Regional Security Operations Center (MRSOC). After only five years in the military, [REDACTED] has demonstrated the highest level of Russian language capability and applied those skills with professionalism against the Russian Air Defense target.

(S//SI) While assigned to the Defense Language Institute (DLI), [REDACTED] received the "Provost Award for Academic Excellence" and graduated with a 4.0 grade point average, a unique accomplishment for a non-native speaker. He also graduated at the top of his class at the Cryptologic Linguistic Apprentice course at Goodfellow Air Force Base and at a language immersion course at Moscow State University. [REDACTED] also undertook a self-study program to learn Ukrainian, to help fill a critical need for linguists in that language.

(S//SI) At MRSOC, [REDACTED] emerged as a leader within his section. He recommended improvements to MRSOC's collection procedures, producing a 110% increase in the collection of reportable material. He was appointed Deputy Team Chief of the 18-member Air Combat Team and performed quality control for all of their reports. He has reported on a variety of topics, including Russian operations in Chechnya and Kosovo, and single-handedly published a comprehensive report detailing Russian fighter tactics, capabilities and pilot training levels. He has been credited with producing reporting that resulted in changes in U.S. and allied combat tactics.

(S//SI//REL) The winner of the **Rochefort Award, Long-Term**, is [REDACTED] **USAF**, of the Iran Division, Target Enhancement Branch, at the Ft Gordon Regional Security Operations Center (GRSOC). [REDACTED] is one of the SIGINT community's "go to" Persian language experts on the Iranian military, working closely with NSA and Second Parties.

(TS//SI) Certified as one of the very few military Persian language analysts, [REDACTED] has served in several capacities, including tours at NSA, Menwith Hill Station (MHS), the Defense Language Institute (DLI), and the GRSOC. His work at MHS during Operation DESERT SHIELD reaped great benefits for the intelligence community and operational commanders by providing valuable intelligence on the situation in Iran and reflections of the conflict in neighboring Iraq. At DLI, [REDACTED] mentored a department of over 120 military and civilian students, and received high praise from the Persian language department for his efforts.

(TS//SI) [REDACTED] led the transfer of the Iranian military mission to the GRSOC in 1997. He worked closely with management and senior linguists at NSA to coordinate the successful transition of the target from NSA and MHS to the GRSOC. Since that time, he has effectively tripled the scope of the mission, helping to increase the level of tactical support to U.S. and coalition forces in the Persian Gulf region. His target development work has helped lead to the exploitation of new sources of collection that account for over 60% of the GRSOC's Iran Target Division's production. [REDACTED] recognized the need for a target development team in the division, and trained a 5-member team that has had success against the GRSOC military target set. He has received several awards, including the Keystone Award and Szymanowski Award, for his contributions.

(U) These are only some of the achievements of the Rochefort Award winners. We wish them our hearty congratulations!

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**(U//FOUO) View from the Iraqi Front: Friedman Presentation--
Today!**

FROM: SIGINT Communications
Unknown
Run Date: 06/05/2003

(U//FOUO) What was the Iraq war like, from the perspective of the officer then serving as the CENTCOM Director of Intelligence (J2)? Join Brigadier General Zahner on **6 June from 1300-1400 in Friedman Auditorium** as he describes:

- What really happened, including stories you didn't see in the press.
- How the war was fought differently from any other.
- How the warfighter uses intelligence, including SIGINT. How did it help and what could have been improved?

(U//FOUO) If you have questions for BG Zahner, you can ask them during the question and answer period, or you can email them to [REDACTED] or and [REDACTED]@nsa prior to the talk.

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(U) SID Around the World: Living High in the Balkans

FROM: ██████████
Unknown
Run Date: 06/06/2003

(C) One thing is for certain. If you spend a significant amount of time anywhere in what used to constitute the former Socialist Federal Republic of Yugoslavia (SFRJ), you will definitely get a good meal. Having traveled the world over, I believe that cuisine in Slovenia, Croatia, Macedonia, Bosnia, Serbia and Montenegro is some of the best food anywhere. But cuisine is only a small part of what makes the Balkans special.

(C) As background, I am a former Air Force linguist who attended DLI (Defense Language Institute) in 1977, way before anyone thought that Serbo-Croatian would be such a valuable language at NSA. I was stationed in Yugoslavia as an intelligence assistant to the U.S. Defense Attache Office, Belgrade, and have been TDY to the Balkans theater literally dozens of times supporting a variety of offices at NSA.

(C) I was in Belgrade in 1989 during the 600th Anniversary Celebration of the Battle of Kosovo Polje. This event signalled the rise of Slobodan Milosevic to power, a man who ultimately caused the collapse of Yugoslavia. During that trip, I was able to visit the beautiful city of Dubrovnik. The next time I saw Dubrovnik, it was being shelled by Yugoslav People's Army artillery literally destroying a centuries-old historic city. Unfortunately, that was only the beginning of the nightmare for the Balkans. For almost a decade, war ravaged almost every corner of the "former Yugoslavia." NSA supported and still supports the myriad, alphabet soup of peacekeeping operations throughout the Balkans - UNPROFOR, UNTAES, UNMOP, IFOR, SFOR, and finally KFOR.

(C) Being on the front lines, sometimes living in tents or buildings partially destroyed by war and supporting these operations was professionally very rewarding, even though many times it meant spending significant time away from family and friends. But the opportunity to support the visit of President Clinton to Tuzla Air Base in January 1996, to work at a variety of new, state-of-the-art collection facilities supporting national policy-makers and commanders on the ground, meeting ambassadors and four star generals, the Secretary of State, and touring Air Force 2, are once in a lifetime experiences.

(U//FOUO) But even with all that excitement, all those experiences, and all that good food, it is nice to be back at NSA, back in the United States and back with friends and family.

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SERIES:

(U) SID Around the World '03

1. [Coming Soon: SID Around the World!](#)
2. [SID Around the World: Living High in the Balkans](#)
3. [SID Around the World: SIGINT from Paradise \(Okinawa\)](#)
4. [SID Around the World: A Country the Size of Maryland](#)
5. [SID Around the World: Life in the Field](#)
6. [SID Around the World: Washington, D.C.](#)
7. [SID Around the World: Peak Conditions in Denver](#)
8. [SID Around the World: The Rheinland](#)
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(U//FOUO) The SID Leadership Offsite

FROM: [REDACTED]
Chief SID Communications
Run Date: 06/06/2003

(U//FOUO) Maintaining a strong focus on tightening the bonds of the SIGINT Directorate Leadership Team, MG Quirk led the next step toward SID Enterprise integration during the group's second offsite held early this week. "We need to optimize the current SID strategy and structure through full integration," stated MG Quirk as he opened the session. The newly appointed leadership team then took advantage of the opportunity to further their team cohesiveness by performing a thorough analysis of SID's mission through a collective look at SID's roles and responsibilities.

(U//FOUO) An atmosphere of close collaboration and honest communication was evident throughout the 2-day session as the process of reviewing SID's mission authorities led to frank discussions of pressing SID issues. Two vital concerns repeatedly expressed were the need for teamwork to resonate throughout the organization, and the importance of aligning ourselves as corporate citizens. In other words, good, productive working relationships are necessary at all levels within SID, with our Extended Enterprise, and with our corporate enablers.

(U) A continuing theme with this leadership team is to decentralize decision-making. One of their goals is establishing a leadership style that "...removes the obstacles and gets out of the way to let the people do their work." One important decision made was not to reorganize-the focus is on honing the present organization into a more efficient contributor to America's security.

(U//FOUO) While there were no specific deliverables from this meeting, additional SID Leadership sessions will be scheduled in the near future to continue the momentum begun in the first two off-sites. To learn about the first off-site, go to

[REDACTED]. Future agendas will include expanding the roles of the Technical Directors, laying out SID governance, integrating as an Extended Enterprise, and aligning with corporate enablers. Look for more to come soon!

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(U) Coffee with JOCCP

FROM: Sigint Communications
Unknown
Run Date: 06/09/2003

(U) What do Lieutenant General Claudia J. Kennedy, USA, Major General James C. King, USA, Brigadier General James A. Jaeger, USAF, and Brigadier General Neal Robinson, USAF all have in common? They were graduates of the Junior Officer Cryptologic Career Program (JOCCP).

(U) The JOCCP was established in June 1971 by the DIRNSA, then Vice Admiral Noel Gaylor, to develop the military's professional SIGINT officer cadre. The program offers participants a unique 36-month opportunity to develop a broad technical and operational expertise through a combination of academics and workcenter experience.

(U) The academic portion of JOCCP consists of over 1400 hours of coursework, taught by the National Cryptologic School. These courses cover a wide range of technical subjects to prepare the participants for their operational workcenter tours throughout NSA. Typically, each JOCCP participant completes four workcenters, each normally six-months in length. While these workcenters usually focus on the cryptologic effort at NSA, participants often deploy in support of other intelligence agencies and major military commands, wherever the country's interests are threatened. The program currently has 38 participants and has graduated 335 officers.

(U) To learn more about the JOCCP, [click here](#) or type 'go joccp'.

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(U) Customer Feedback Made Easier

FROM: [REDACTED]
Technical Director, Customer Gateway
Run Date: 06/09/2003

(U//FOUO) A new version of the customer feedback form will become operational on Tuesday, 10 June. This new form is designed to make data entry by analysts easier while focusing in on key questions that SID believes are critical to a better feedback process.

(U//FOUO) The new form reduces the number of questions from more than 10 to just 3 - an assessment of product value, product usage, and customer comments. The new form also allows for entry of feedback for more than one SIGINT product at a time. It is available on the NSA web at "go sigintfeedback" for proxy entry by NSA personnel and a version on INTELINK for direct entry by customers will be available soon.

(U//FOUO) The redesign is the work of a Feedback Tiger Team, commissioned by the SID Director last fall and consisting of representatives from the Directorate for Customer Relationships and the Directorate for Analysis and Production. The Tiger Team focused on identifying key impediments to effective customer feedback and developed the requirements for this new form. This is only the first version of the new form. A future version on NSA net, scheduled for release later this year, will add interaction with the PLUS database to facilitate even easier processes.

(U//FOUO) Even with this small step, the critical element in the entire feedback process is to have all meaningful customer feedback documented and entered in our feedback database. Approximately 5% of all product currently has documented feedback, but this is only a fraction of the feedback that NSA'ers have gathered in their regular encounters with customers. The next goal of the Tiger Team will be to convince every analyst of the importance of his effort and their role in its success. Look for more information on this effort in the near future.

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(U) General Zahner's View from the Front

FROM: SID Communications
Unknown
Run Date: 06/09/2003

(U//FOUO) It was a packed house in Friedman Auditorium on Friday afternoon, 6 June 2003. Employees from across the Agency filed in or tuned in to listen to Brigadier General Richard P. Zahner's reflections from IRAQI FREEDOM. General Zahner took a strong, yet humble approach as he discussed his accomplishments, and the impact that the NSA workforce had on the successful outcome of the war in Iraq.

(U//FOUO) General Zahner's presentation began with expressions of gratitude as he thanked the members of the workforce who continued successfully to prosecute targets across "the rest of the world." He then thanked those who focused their efforts directly on CENTCOM, ultimately advocating the teamwork across the Agency that was clearly visible and necessary in order to make this military effort a success.

(TS//SI) General Zahner spoke of the importance of the coalition forces, noting that the support given by the United Arab Emirates, Qatar and Germany was integral to the victorious outcome. His in-depth discussion of Operation IRAQI FREEDOM was coupled with an introductory analysis of the differences between the campaign in Iraq and the previous campaign in Afghanistan. He noted that Afghanistan represented a different perspective due to the large-scale conflict. He remarked that the "Shock and Awe" campaign attributed to Iraq actually resided with the conflict in Afghanistan; it was a different strategy and had different operational importance. In particular, General Zahner specified the SIGINT contributions to the campaign in Afghanistan that led to the distrust amongst Afghan troops, which proved immensely successful for the American effort.

(TS//SI) General Zahner then steered his discussion specifically towards the campaign in Iraq, noting the role that careful intelligence analysis played in Iraq. He spoke openly about the tendency of the United States "to paint a picture of the worst nightmare." He noted that the purpose was to ensure preparation for anything, but that the result was diverted attention, a loss of agility, and missed opportunities caused by a flogging away at the "bad dreams." He illustrated the concept of preparing for the worst as he discussed fears of being sprayed with gallons of chemical weapons. Zahner noted the military complexity of the embedded members of the Republican Guard, but claimed that due to the combination of efforts from the US, the UK, and Australia, the obstacle was overcome. He discussed the difference in threats, specifying that in Iraq, one's neighbor often represented the most significant threat.

(TS//SI) General Zahner spoke emphatically about the importance of taking risks. He stated, "Victory does not come to the timid." He argued that we must take accurate and prudent risks, for without them success will not be achieved. Furthermore, he advocated for an investment of personnel and wealth, categorizing this investment as part of the risk-taking process. He claimed, "If you don't take a risk, you're not going to get there!" General Zahner spent the last few minutes of his presentation answering questions. Finally, he was presented with a plaque from the Iraq Issue Managers Team in gratitude for his success and demonstration of excellence throughout the Iraq Campaign.

(U//FOUO) If you missed today's presentation, or would like to hear it again, please request a copy of the broadcast from [REDACTED] nsa (DL [REDACTED] from an NT). Be sure to specify the name and date of the program.

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(U) Crisis Support for Employees

FROM: SIGINT Communications
Unknown
Run Date: 06/10/2003

(U//FOUO) Where can you turn for information when you've been told you'll be deploying to a hostile area and need weapons training? What if you think someone you supervise is contemplating suicide? How can your family find out about benefits they may be eligible for if you're injured or killed on the job? Would you like to learn how to cope with shift work or donate blood to aid victims of disaster or get help settling a dispute with a coworker?

(U//FOUO) The Associate Directorate for Human Resource Services (HRS) has compiled a listing of web sites to support employees who are facing potentially stressful situations. They've brought together information published separately by HRS as well as Occupational Health, Environmental Services (OHES), the U.S. Office of Personnel Management (OPM), and others. There's a checklist to prepare you and your family for your absence during a TDY, information on being called to active duty from military reserve status, pay and leave guidance for various situations, and points of contact for organizations that can provide the support you need to maintain your well-being through this lengthening period of increased vigilance.

(U//FOUO) You can find all this and much more by clicking [HERE](#), or link to it from the SID home page. A link will soon be established from the [SIGINT People Office web site](#) as well. We may never back down from those threatening our lives and our freedom, but we sometimes need to step back for a moment to make sure we're taking care of our best weapon in the fight: ourselves.

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(U) Office Manager: Jack-of-All-Trades

FROM: SIGINT Communications
Unknown
Run Date: 06/10/2003

(U) A good office manager can make a whole office function better. That's what I remind myself as I come to work every day. Our actions help keep the operational wheels spinning, in ways that may be invisible to the workforce at large... but if we did our job poorly, the effects would be very noticeable.

(U) We play many roles. We keep supervisors' calendars, arrange travel, handle visitor requests, correspondence, timesheets, action tracking, deliver mail, take care of the office equipment, budgeting, logistics and space, etc. We are often asked to serve as the OSHA representative, CWF rep and the records person.

(U) Beyond this, Office Managers make an equally important - but even more subtle - contribution, by helping to keep morale in an office high. When we greet people as they enter the room, a friendly attitude can give all visitors a more positive feeling. Often people look to us to keep them informed about what's going on. Office Managers also are a manager's eyes and ears: we can keep them aware of the concerns that the workforce has on a given issue. Our relationship with the managers is a partnership. And although it's not one of our main duties, we sometimes help arrange morale-building functions, to improve relationships and strengthen communication.

(U) What does it take to be an office manager? We used to be called Secretaries, then Office Assistants, and now Office Managers - our expectations have greatly increased. The job requires many traits: communications skills, tact, flexibility, self-starter, the ability to work independently, and negotiating skills, to name just a few! Being a "people person" is of paramount importance. One must also be able to multi-task; we are often pulled in several directions, and we must be able to switch from one action to another and back very quickly. Networking is another key skill. I often contact people if I haven't heard from them in a while - I think it's good to keep the channels of communication open.

(U) What's the best aspect of the job? I like the contact with people, for one. I also like the fact that the job is challenging, ever-changing, and fast-paced. I am always learning something new! I also enjoy assisting my coworkers and generating a solution or answer. In a conference room one day, someone asked my manager if a certain seat at the "conference table" (where the other managers were sitting) was reserved. "Yes," he said, "it's reserved for my Office Manager, [REDACTED]!" It's nice to be respected like that.

(U) The hard part of the job is that sometimes people don't fully appreciate our capabilities and take advantage of them. Office Managers are problem-solvers by profession who can handle very complex tasks; I believe we are capable of taking on even more demanding duties that will put our skills to the best use. In dealing with these issues, I have found it very helpful to have mentors. I periodically meet with three senior personnel who "know the ropes." I have learned much from them, and owe them my gratitude for helping me succeed here at the Agency.

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(U) P3 Note to the SID Workforce

FROM: [REDACTED]
SID Workforce Performance Management Executive
Run Date: 06/10/2003

(U) Short Summary

(U//FOUO) All SID personnel are to have a P3 by 1 August. SID managers and employees must work together to develop the P3. Please note that managers have additional, mandatory objectives for their P3s. All P3s are to be sent to [REDACTED], [REDACTED]@nsa. Details follow:

(U//FOUO) Submit Copies of Your P3

(U//FOUO) The 2003 performance management cycle for P3s runs from 1 January 2003 to 31 December 2003. Your performance plan establishes what is expected of you in your job. It is a collaborative process and not one that you should do yourself. If you do not have a P3 with stated objectives for this calendar year, you need to talk to your immediate supervisor and establish one as soon as possible. As you know, the Chief of Staff for SID, at the Town Meeting on 25 April, promised we would hold managers accountable for P3s for their employees.

(U//FOUO) We would like to have a P3 on file for every civilian in SID by **1 August 2003**. To do this, we ask you--all SID employees-- to send a copy of your P3 to our Workforce Performance Management Executive, [REDACTED]. You can do this via email using [REDACTED] nsa and a subject line of, P3:your name; or via Agency mail to [REDACTED], Ops 5A172, [REDACTED]. For those of you who have already developed your P3s, we would ask you to take a minute and please send it to [REDACTED]. For those of you who do not yet have P3s, take some time soon to meet with your supervisor and begin the process as soon as possible.

(U//FOUO) For SID Managers:

(U//FOUO) You may have seen the [message from the SIGINT Director to SID Seniors on performance objectives](#). Seniors were asked to include some mandatory objectives; all SID managers are also asked to incorporate the objective regarding the performance management process into their P3s. If applicable, you are asked also to include the objective on property accountability. Therefore,

For every SID manager, please add:

- "Institutionalize the performance management process and ensure that all personnel receive honest, useful, and timely feedback."

For every SID manager whose organization owns one or more piece of equipment, please add:

- "Improve the Agency's property accountability posture. During CY03, ensure 99% accountability of the total assets and value of all accountable property within your organization as reported in DPAS, to include tracking, receiving, shipping, relocating, and all changes due to reorganizations, etc., of all accountable equipment, recording all within 5 days of the transaction." (See [here](#) for more information on Property Accountability.)

(U//FOUO) If you have any questions, please contact [REDACTED] ([REDACTED] nsa).

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(U) SID Military Performers of the Quarter Announced

FROM: SIGINT Communications
Unknown
Run Date: 06/10/2003

(U) The winners of the SID Military Performer of the Quarter for 4th Quarter (CY03) are as follows:

- Junior Enlisted : SPC [REDACTED], S2
- Middle Enlisted : SSgt [REDACTED] S2
- Senior Enlisted : MSgt [REDACTED], S2
- Junior Officer : Capt [REDACTED] S3

(U) The winners will be honored for outstanding achievement and contributions made to the SIGINT Directorate in a recognition ceremony over which Major General Quirk will preside on Tuesday, 3 February at 1100 in OPS1, room 2C087.

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(C) SINIO Summer 2003 Series of Strategic Intelligence Issue Seminars Begins with *Tough Times for Turkey*

FROM: [REDACTED]
Deputy Chief, Strategic Intelligence Issues
Run Date: 06/10/2003

(C) On Thursday, the SINIO Council and the National Cryptologic School are pleased to present the first in a series of Strategic Intelligence Issue Seminars for Summer 2003. "Tough Times for Turkey" will be presented by the Deputy SINIO for Europe, [REDACTED], on **Thursday, 12 June from 10:30 to 12:30 in Room 2B4118-6**. Advance registration is required; click [HERE](#) for instructions.

Course Overview:

(C) The fallout from the Iraqi campaign has been largely negative for Turkey, and the full impact of this very bitter episode in U.S.- Turkish relations is still unknown. The pro-Islam Justice and Development Party (AKP) and the Turkish General Staff (TGS), guardian of Turkey's secular democracy, view each other with mutual suspicion. The strategic relationship with the U.S. is seriously weakened, so the U.S. is unlikely to champion Turkey's cause in Europe or with the IMF/World Bank as fervently. In addition, Turkey's regional influence, particularly in northern Iraq, has been significantly diminished. The presentation will examine the impact that major differences in expectations, perceptions, threat definition, decisionmaking, and communication had on the strategic relationship and assess the likely long-term impact.

(U//FOUO) Please consult the SINIO Website ("go sinio") for information on future events in this series.

POCs:

[REDACTED], for SINIO Council ([REDACTED])
[REDACTED] for NCS ([REDACTED])
[REDACTED] and [REDACTED] ([REDACTED]) for information on current presentation.

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(U) OUTPARKS: A New Internet for NSA

FROM: SIGINT Communications
Unknown
Run Date: 06/11/2003

(U//FOUO) For years, NSA had a variety of means for accessing the Internet. Over time, those connections and pseudo-networks deteriorated and were overcome by a growing user base that increasingly demanded more and better Internet utility. Following the events of 11 September 2001, the need for greater Internet access and a vital, robust unclassified infrastructure became clear. The exponential growth of [AIRGAP](#) throughout the Agency and the need for more information and a refined collaborative atmosphere across government accelerated the demand to consolidate NSA's unclassified systems.

(U//FOUO) Using [SIGINT Directorate Internet access requirements](#) as a foundation, the modernization of our unclassified environment - OUTPARKS - began almost as soon as Eagle Alliance came onboard. It was a huge task. Years of legacy systems, patched connections, redundant routers and servers, outdated equipment, old software and scores of other issues had to be removed or resolved and new, streamlined procedures and modern equipment installed.

(U//FOUO) Machines currently resident on older systems will automatically connect to OUTPARKS. As a result, users won't have to be concerned about having a BRAZEN or NIPRNet or OSIS or AIRGAP machine. Rather, there will be an Internet terminal from which one will connect to the World Wide Web and still be able to access data or connections particular to those systems. Except for AIRGAP, there will be no need to logon to different services individually and users will have their choice of "user-friendly" email accounts.

(U//FOUO) The first integration is expected by Summer 2004 when some BRAZEN users will be moved to the new network. With that initial transfer, OUTPARKS will begin to provide the NSA unclassified user population with an expanded, more secure, state-of-the-art network.

(U//FOUO) Ideas are already being discussed for using OUTPARKS to deliver the Internet with as little desktop clutter possible. This includes the display of Internet and classified data on a single desktop monitor. We also want to extend the Internet to the widest audience possible, including the Extended Enterprise. Field connectivity to OUTPARKS (or OUTPARKS technology) would allow those remote users the same state-of-the-art functionality, security and accesses available at NSAW.

(U//FOUO) In addition to modernized connectivity, SID intends to enhance Internet user skills. Efforts such as [Robyn Winder's](#) annual volume "[Untangling the Web: An Introduction To Internet Research](#)" and her monthly "[The WorthWhile Web](#)" are excellent resources for learning about the intricacies of navigating the Internet effectively and safely. In addition to these publications and other Internet Research assistance, we will be looking for ways to make the SID population more Internet savvy.

(U//FOUO) OUTPARKS is a major step in [modernizing](#) and [transforming](#) NSA. With faster, more advanced, managed and protected access to the Internet and a more knowledgeable workforce, the entire SIGINT Enterprise will be able to effectively integrate the huge information resource that is the Internet into the intelligence process.

(U//FOUO) For more information, see: [SID Internet Program](#) and [SIGINT Success Stories](#).

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(U//FOUO) PATENTHAMMER

FROM: [REDACTED], USAF
Chief, National Tactical Integration Office
Run Date: 06/11/2003

(S//SI) After 9/11, the Special Operations Command (SOCOM) identified a major gap in its threat warning coverage against terrorist cellular, fax, and pager communications. They needed help, and the Customer Relationships Directorate's National Tactical Integration Office (NTIO) responded. The NTIO provided a portable, advanced signal collection system with a remote, reach-back capability to Special Operations Forces and Navy SEALs deploying to Kosovo, Georgia, Afghanistan, Saudi Arabia, Bahrain, and the Philippines. This system, PATENTHAMMER, was already in development as a National Tactical Integration (NTI) proof-of-concept to demonstrate reach-forward/ reach-back operations and to promote technology insertion into tactical SIGINT capabilities.

(U) What Does "Reach Forward" and "Reach Back" Mean?

(U) Reach-forward capabilities enable personnel in surface/ground and national facilities to obtain current information from active collection assets. With this information, an analyst in an intelligence center can fuse multiple data inputs to more effectively support cross-system cueing, data correlation, or other intelligence functions.

(U) Reach-back capabilities allow active collection assets to "reach back" into databases of surface/ground and national facilities to retrieve information that will assist them in satisfying their operational tasking. For example, an airborne reconnaissance operator can obtain historical data (reach back) as well as current information (reach forward) on a target of interest that other sensors covering the same operational theater provide.

(S) Army Incorporates PATENTHAMMER Technology Into its PROPHET System

(S) Based on successful PATENTHAMMER demonstrations, the Army has incorporated PATENTHAMMER technology into PROPHET, its tactical SIGINT/Early Warning system. PROPHET provides force protection by allowing the Brigade Commander to visualize his battle space. Specifically, it provides:

- relevant, time-critical actionable information such as reports of intercepted voice communications and Lines of Bearing location data on target emitters.
- early warning of potential threats in areas of operation, using collected SIGINT and ground surveillance information.

(S) As a result of PATENTHAMMER technology, the Army is now able to provide SIGINT capabilities against modern signals (e.g., cellular, fax, and pager) two years ahead of schedule. Ten PATENTHAMMER systems-- consisting of collection radios with line-of-sight, DF, and MVSAT communications packages-- were incorporated into PROPHET in support of Operation Iraqi Freedom. The first four of these Army PROPHET-HAMMER systems have already been deployed to units in the Baghdad, Mosul, and Tikrit areas of Iraq with the remaining six to follow this summer.

(S//SI) Army Teams With GRSOC/PROPHET-HAMMER System Placed in GRSOC Cell

(S//SI) Army involvement in the PATENTHAMMER program led to a teaming effort with the Ft Gordon Regional Security Operations Center (GRSOC) to place a PROPHET-HAMMER back-end system in the GRSOC Tactical Cell. This summer, GRSOC will have direct connectivity to all PROPHET-HAMMER systems deployed in Iraq. This will enable them to share data, tune PROPHET-HAMMER receivers, listen to live voice intercepts, obtain DF information on signals, and survey the signal spectrum.

(S) NTIO Teams With KRSOC/What the Future Holds/For More Information

(S//SI) The NTIO is working with the Kunia Regional Security Operations Center (KRSOC) on a Joint Chiefs of Staff Special Projects Exercise to provide a similar NTI proof-of-concept capability for reach-forward/reach-back operations in the Pacific. Assuming operations at GRSOC and KRSOC are successful, the next step will be to include this type of functionality as part of SID's future Radio Frequency (RF) strategy for HF/UHF/VHF collection. The SIGINT capability of these new advanced digital software radios can satisfy both National and Tactical SIGINT requirements and has the potential to fill major gaps in the RF collection environment.

(U//FOUO) For more information on PATENTHAMMER and PROPHET, contact [REDACTED], [REDACTED], [REDACTED]@nsa. Additionally, a PATENTHAMMER PowerPoint briefing can be accessed from [this web page](#).

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(U) SIGINT Development: A Network of Discovery Networks

FROM: SIGINT Communications
Unknown
Run Date: 06/11/2003

(S//SI) SIGINT Development (SIGDEV) is the set of multidisciplinary analytic and discovery activities performed to anticipate, discover and/or enhance exploitation of current and emerging foreign communications and non-communications systems, enabling NSA/CSS to satisfy intelligence needs. An iterative process, it is an element of all of our jobs, which underpins the maintenance of our technical health, responsiveness, and ensures the continuing success of the SIGINT system.

(U//FOUO) Organizationally, SIGDEV Strategy and Governance (SSG) provides strategic direction and oversight of SIGDEV initiatives and activities throughout the enterprise, while the three centers -- [Target Analysis Center](#) (TAC), [Network Analysis Center](#) (NAC), and [Target Technology Trends Center](#) (TTTC) -- develop tools and techniques and trends information that enable SID to know and own the target and its communications.

(U//FOUO) The SIGDEV mission extends well beyond the corporate elements. If the SIGINT Directorate's SIGINT authorities govern your work role, then SIGDEV is probably an element of your job, and you are part of this growing network of discovery networks. To be successful, SIGDEV leverages the skills, talents and expertise of the individual people, and capitalizes on the capabilities of our international SIGDEV partners as well as industry and academia. The SIGDEV community is transforming SIGINT by teaming to forge new alliances across the corporation, the nation and the world to meet the challenges of understanding and exploiting today's complex networks and to more fully serve our national security mission.

(S//SI) In the past few months alone, the SIGDEV community has worked together to:

- Stand up the [Iraq Terrorism Development Center](#) - a collaborative partnership that includes the Office of Counterterrorism (CT), Geospatial Exploitation Office (GEO), Office of Middle East North Africa (MENA), the Collection Requirements and Strategies Center (CSRC), the Meade Operations Center (MOC), and the Army Technical Control and Analysis Element (ATCAE), and which draws on expertise throughout the SIGDEV Community. The ITDC develops leads on terrorists and former regime targets in Iraq with a goal of helping NSA/CSS increase intelligence production against these targets and to assist CENTCOM in its operational planning.
- Assume operational responsibility for the activities of the [Meade Operations Center](#) (MOC).
- Accept a significant role in filling gaps identified this fall at the [SIGINT Site Commanders Operational Review](#).
- Sponsor a [High-Powered Cordless Phone conference](#) in October that attracted nearly 500 participants from around the world.
- Expand the remit of the Joint International Topics Cell (JINTAC) from a bilateral agreement supporting counter terrorism, to a Five Eyes collaborative effort covering additional transnational problems: counterproliferation and international crime and narcotics.
- Develop three new Communities of Practice: SIGINT Reporting, Complex Systems Analysis, and Filtering and Selection on the [SIGDEV Learning Portal](#) expanding 24/7 access to authoritative information on SIGDEV policies, tools, techniques and evolving technologies.

(U//FOUO) Watch this space in the coming weeks for more details on these and more activities and initiatives taking place throughout the SIGDEV community, including the upcoming SIGDEV Conference, 21-25 June 2004.

(U//FOUO) For more information, see the [SIGDEV homepage \("go sigdev"\)](#).

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(U//FOUO) The Crypto-Mathematics Institute (CMI)

FROM: [REDACTED]
CMI President-Elect
Run Date: 06/12/2003

(U//FOUO) The Crypto-Mathematics Institute (CMI) is the oldest of the Learned Organizations at NSA. It was established by Lieutenant General John A. Samford, Director, NSA, in a memorandum dated October 1957. The CMI has been an integral part of the mathematics community at NSA ever since its inception.

(U//FOUO) The purpose of the Institute is to promote those aspects of mathematics which pertain to cryptology and to provide a focal point for the NSA mathematics community in fields of common interest. To foster a sense of community as well as technical excellence, CMI sponsors a variety of social and scholarly events, including a newsletter, monthly seminars, pizza parties for new hires, and a classified mathematics conference called MATHFEST (see [related article](#) in today's NSA Daily).

(U//FOUO) The Institute celebrates the end of each academic year with the CMI awards banquet, a social event centered around the presentation of the new Distinguished Members, the CMI President's Award, and the CMI Teaching Award, and the essay contest winners:

- (U//FOUO) **CMI Distinguished Members** are inducted every year from retirees in the extended mathematics community, including IDA (the Institute for Defense Analyses) and Second Parties. This Cryptomath Hall of Fame currently features 93 members.
- (U//FOUO) The **CMI President's Award** (mathematician of the year), established in 1978, recognizes Agency personnel who are making important contributions to the mission of the cryptologic community through the development and application of the science of mathematical cryptology.
- (U//FOUO) The Crypto-Mathematics Institute has also presented the **CMI Teacher's Award** at its annual banquet since 1997, to honor important teaching contributions to the mathematics community.
- (U//FOUO) Since 1959, the Crypto-Mathematics Institute has sponsored an annual **Essay Contest** to recognize outstanding written contributions to the fields of mathematics and cryptology. Research papers are judged on their contributions to the general theory of cryptomathematics or cryptology, while applications papers should offer innovative uses of cryptomathematical techniques to solve specific problems.

(U//FOUO) A complete listing of CMI activities appears on our internal web site. Type "go cmi" or click [HERE](#) .

 **SERIES:**
(U) NSA's Learned Organizations

1. [A Look at NSA's Learned Organizations](#)
2. [The KRYPTOS Society](#)
3. [The Crypto-Linguistic Association \(CLA\)](#)
4. [The Collection Association \(CA\)](#)
5. The Crypto-Mathematics Institute (CMI)
6. [The International Affairs Institute \(IAI\)](#)

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(U) Deputy Chief CRD Bound for Europe

FROM: [REDACTED]
SID OPSEC Manager
Run Date: 06/12/2003

(U) Customer Relations "News in Brief":

(U//FOUO) Mr. Carl L. Johnson, Assistant Deputy Director for Customer Relationships, along with several CR leaders will be going TDY to HQ NSA/CSS Europe (NCEUR) and to the Special United States Liaison Office, London (SUSLOL), 7-13 February 2004. In addition to operational discussions, the CRD leaders will present a four-hour overview of "What's New in CRD" during the visits.

(U) End of text.

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(U) Coming Soon: Getting to Know the SID Leadership Team

FROM: SIGINT Communications
Unknown
Run Date: 06/13/2003

(U//FOUO) In recent months, SID has experienced a significant turnover in leadership. This was not limited to the appointment of [MG Quirk](#) and [Charlie Meals](#) as SID Director and Deputy Director-- new leadership also has taken the helm of the SID Deputy Directorates (*see related article [HERE](#)*). In the coming days, SID Today will introduce you to the leaders-- both managers and technical directors-- of the Deputy Directorates for Customer Relationships, Analysis and Production, and Data Acquisition.

(U//FOUO) The leaders will share their thoughts on how they view their roles in SID, how they like to operate, and what results they would like to help SID and NSA achieve. We think this series of articles will give you a better sense of where SID is headed and how we intend to get there-- stay tuned!



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(U) Getting to Know the SID Leadership Team

1. Coming Soon: Getting to Know the SID Leadership Team
2. [Introducing Jim Allen, Incoming Deputy Director for Analysis and Production](#)
3. [Jack Israel, A&P;'s Senior Technical Leader](#)
4. [Introducing Carl Johnson as Assistant Deputy Director for Customer Relationships](#)
5. [Introduction to \[REDACTED\], Customer Relationships Director](#)

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(U//FOUO) Annual COMBAT SENT Predeployment Conference and Program Review: June 17-20th

FROM: Capt [REDACTED]
COMBAT SENT Program Manager
Run Date: 06/13/2003

(S) The Annual [COMBAT SENT](#) Predeployment Conference and Program Review will take place during the week of **17-20 June 2003 in 9A135 in the Headquarters Building**. COMBAT SENT is an airborne collection system. Its primary mission is to collect and analyze information on the capabilities of potentially hostile radar systems. This information is used to devise detection countermeasures and simulation systems, to plan attack strategies and tactics, and in the design of aircraft and other weapons systems. COMBAT SENT can also satisfy tasking for special collections of non-ELINT signals.

(U//FOUO) The Predeployment Conference will be held 17 and 18 June 2003. General topics of discussion include a review of last year's missions, customer requirements for FY04, proposed worldwide Sensitive Reconnaissance Operations, and proposed Foreign Material Exploitation and Developmental system testing.

(U//FOUO) The Program Review will follow on 19 and 20 June 2003. The Program Review provides an opportunity for attendees to review current aircraft SIGINT collection configurations as well as future configuration changes.

(U//FOUO) To register, and to view details go to:

- INTELINK: [REDACTED]
- WEBWORLD: [REDACTED] (click [HERE](#))
- SIPRNET: [REDACTED]

(U//FOUO) Points of contact are Capt [REDACTED] or TSGT [REDACTED] S2J35, NSTS [REDACTED]
[REDACTED] DSN STU-III [REDACTED], COMMERCIAL [REDACTED] OR DSN [REDACTED].
SIDs: [REDACTED] or [REDACTED]

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(U//FOUO) Building the ARC (Professional Skills Inventory)

FROM: The DANCEHALL Team
Unknown
Run Date: 06/16/2003

(U) Despite the fact that the rain in Maryland has appeared to be endless at times recently, an upcoming activity in SID-- the "build the ARC"-- is actually unrelated to our soggy weather patterns!

(U//FOUO) Beginning today, 16 June, the S2 workforce will be asked to start populating a database of skills, knowledge and abilities in support of the Intelligence Community's Analytic Resources Catalog (ARC). Our Director, Lt Gen Hayden, supports NSA's participation in this effort initiated by Mark Lowenthal, ADCI/AP (Assistant DCI for Analysis and Production). S2 will be the first organization to provide data to the ARC, but eventually all analysts throughout the NSA extended enterprise will be included in the database.

(U//FOUO) The datacalls will be conducted by the DANCEHALL Team using a tool called the Cryptologic Volunteer Application (CVA). Simply entering data via CVA does not indicate, however, that an employee is volunteering for a new placement or will be subjected to an involuntary directed assignment solely on the basis of the skills information provided. Individuals who would like to be considered for a move should follow the procedures described in the Cryptologic Vacancy Application process to volunteer for a specific position. Likewise, we have the assurance of the ADCI/AP that the ARC will not be used to locate mission experts within individual Intelligence Community (IC) agencies for involuntary deployment.

(U//FOUO) The DANCEHALL team will notify individual Product Lines when each is to begin participating in the inventory. At that time, all members of the product line will be provided with working aids and contact information for DANCEHALL team members, should additional assistance be required. The amount of time required varies depending on the breadth of target expertise, but it is estimated that an average of 30 minutes of mission time per person is required to complete the professional skills inventory. The accuracy, integrity, and thoroughness of your responses are essential to conveying an appropriate picture of mission health within NSA and the analytic capabilities of the IC. The ARC's mission areas for analytic expertise are aligned to the 30 new National Intelligence Priority Framework issues from NSPD-26. Because data collected on the expertise and experience of our workforce are also being applied to internal mission management processes, including the S2 mission posture and ongoing efforts to quantify and redress the JCS Intelligence Analysis Joint Monthly Readiness Review (JMRR) deficiency, the survey must be completed by 100% of the workforce.

(U//FOUO) The Office of China and Korea (S2B) piloted the collection of data for the ARC in early 2003. Their participation resulted in many improvements to CVA. The pilot also benefitted S2B: DANCEHALL Team partners in Operations Research Modeling and Simulation will use the input data to provide S2B management with mathematical modeling for technical health assessments, gap analysis and resource optimization proposals.

(U) The DANCEHALL team and ARC developers thank you in advance for your participation and cooperation. For further information, see the [DANCEHALL homepage](#). If you have any questions, contact the DANCEHALL Team at [REDACTED]

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(U) SINIO Strategic Intelligence Seminar: *Latin American Futures Project*

FROM: [REDACTED]
Deputy Chief, Strategic Intelligence Issues
Run Date: 06/16/2003

(C) The SINIO Council and the National Cryptologic School are pleased to present the second in a series of Strategic Intelligence Issue Seminars for Summer 2003. "Latin American Futures Project" will be presented by the SINIO and Deputy SINIO for Latin America, [REDACTED], on **Thursday, June 19th from 1100-1300 in OPS1, room 2C086**. Advance registration is required; click [HERE](#) for instructions on applying.

Course Overview:

(U) This presentation by the SINIO for Latin America will present the outcomes of three workshops hosted earlier this year by the National Intelligence Council in conjunction with the Naval War College to analyze potential developments in the Andean region and Brazil over the next five years along with their implications for U.S. interests in the region. Economic, social, political, and security issues will be explored for each country and the Andean region as a whole, and policy options available to the United States to move developments toward U.S. objectives in the region will be discussed.

(U//FOUO) Please consult the [SINIO Website](#) ("go sinio") for information on future events in this series.

POCs:

[REDACTED], for SINIO Council ([REDACTED]s)
[REDACTED] for NCS ([REDACTED]s)
[REDACTED] and [REDACTED] ([REDACTED]s) for information on this presentation.

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(U//FOUO) Staying Focused on Iraq

FROM: MG Richard J. Quirk, USA
Signals Intelligence Director
Run Date: 06/16/2003

(U//FOUO) The Director's [final WARgram](#) on Operation Iraqi Freedom (OIF) acknowledges his pride in the accomplishments of NSA/CSS in meeting the challenges set before us just over one year ago. I echo that pride, both for those whose mission was specifically linked to OIF and for those who by diligent attention to their mission made our focus on OIF possible.

(S) An important message for the Signals Intelligence Directorate can be found at the end of the second paragraph in the Director's WARgram, it reads: "Although major combat is over, Iraq is still a troubled environment and much work needs to be done." Many of you who remain intimately involved in the Iraqi mission are aware of the issues that underpin this statement. As we seek to rebalance resources and priorities across a broader set of targets, we must ensure that we sustain the right focus on Iraq and the issues attendant to that challenge. The success that was achieved at a cost to so many could be lost if we let our vigilance slip during this crucial period. I urge my leadership team, the Issue Managers, the Phase IV planning team and the Functional Leads to redouble their efforts to maintain the necessary focus and attention to our role in enabling the peace.

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(U) Introducing Jim Allen, Incoming Deputy Director for Analysis and Production

FROM: Jim Allen
Unknown
Run Date: 06/17/2003

(U//FOUO) When the SIGINT Communications Team asked me to describe my leadership style, I found myself thinking of those attributes taught in courses and exhibited by superior leaders I have observed. Some of those attributes are to know and act upon what's important, to guide, empower, trust, communicate, to encourage initiative and collaboration, and to provide a positive example. I may adjust when required, and I may fall short on occasion, but I am genuine in my commitment to these ideals; you'll have ample opportunity to determine how close I come!

(U//FOUO) To round out the picture in terms that are a bit more illustrative, I'll tell you as well that I believe it is my responsibility to interpret and implement the Director's vision corporately and for A&P; specifically. I like consensus and will work to achieve it, but I will make decisions without it. I want to build a team that executes to a high standard of performance, with people at all levels anticipating and embracing challenges, tackling those things that matter most. That includes having each individual making decisions as appropriate and not waiting or deferring unnecessarily.

(U//FOUO) I want us to be open and honest, to feel confident, to learn from all that we do and from the successes and failures of others. I am sure these qualities are all central to the organization I am joining, and I will do my best to strengthen and continue the progress being made.

Note from SIGINT Communications: click [here](#) for Jim Allen's bio.



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(U//FOUO) Analysis Conference: *Charting the Course to the Future*

FROM: SIGINT Communications
Unknown
Run Date: 06/17/2003

(U//FOUO) Mark your calendars and plan to participate in the First Annual Analysis Conference hosted by NSA's Analysis and Production organization, **25-28 August 2003** at NSA Headquarters. All NSA civilian and military affiliates, second party colleagues, and contractors with a TS//SI clearance are invited. This year's conference theme is "Charting the Course to the Future."

(U//FOUO) The conference will give SIGINT analysts and other interested personnel opportunities to participate in panel discussions, workshops, and expert briefings on analytic tradecraft. Topics will include: identifying successes and adapting them to new applications, establishing standards of practice, finding common ground across analytic disciplines, defining training needs and solutions, and measuring quality. NSA Director Lt Gen Hayden, SID Director MG Quirk, and National Imagery and Mapping Agency (NIMA) Director Lt Gen Clapper (Retired) are expected to attend.

(U//FOUO) To suggest seminar topics, volunteer to make a presentation, or ask questions, please contact conference coordinators [REDACTED] or [REDACTED], S2113, Advanced Analysis Lab, NSTS [REDACTED] DSN [REDACTED].

(U//FOUO) Further details will be provided as we get closer to the conference date. A full agenda will be posted to a [conference web page](#) which is available for information and registration under the URN "go analysis conference."

(U//FOUO) For more information, visit the [Advanced Analysis Lab Website](#) and the [Applied Analytic Solutions Website](#).

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(U) Jack Israel, A&P;'s Senior Technical Leader

FROM: Jack Israel
Unknown
Run Date: 06/18/2003

(U/FOUO) As the Technical Leader for Analysis & Production (A&P;), my main concern is transformation of analysis, mission, technology, and technical leadership. I ask myself on a weekly-- if not daily-- basis, "Is A&P; moving forward in these areas?" In analysis, I would like to see progress in implementing many of the ideas outlined in Richard Heuer's seminal work, *The Psychology of Intelligence Analysis*. I believe this book should be required reading for all A&P; analysts because it so clearly lays out methods for improving analysis and avoiding analytic pitfalls. As I look back at some of the analytic work I did years ago, I see some of the problems I had then with mindset, biases, and perception. Had I known about many of the self-help steps described in this book, I believe my work would have been even better.

(C) In mission and technology, my primary concern continues to be making progress in Digital Network Intelligence (DNI). Voice dominates our reporting today, yet DNI is much more prolific in the global net. There are many reasons why DNI reporting has not increased dramatically over the years: problems with access, cultural proclivities, and the difficulty in working DNI. All of these vie for my attention right now, and I feel confident that we can provide analysts better access and tools in the near future.

(U/FOUO) Finally, building more technical leaders is essential. The model of the new working relationship between senior management and technical leaders was set at the creation of the SIGINT Directorate. Great progress has been made in this regard and will continue as technical experts supplement their knowledge with an understanding of many basic SID processes such as requirements, systems engineering, and programmatic.



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(U//FOUO) SID Around the World: SIGINT from Paradise (Okinawa)

FROM: [REDACTED]
Deputy Chief, NSA/CSS Japan Representative Okinawa
Run Date: 06/19/2003

(U//FOUO) Palm trees waving in the warm winds. Outlying islands breaking the horizon of the East China Sea. Red hibiscus and purple bougainvillea in glorious bloom. Slender white cranes finding breakfast wiggling in the newly mown grass of the golf course. U.S. Air Force F-15 STRIKE EAGLE fighter aircraft roaring off the runway, blazing trails far away in the Carolina blue skies, followed shortly by the black-tipped nose of the RC-135 RIVET JOINT heading north to the Sea of Japan. What's SIGINT doing in a place like this?!? It's making a difference, every day. That's what! Konnichi-wa and greetings from the tropics, the southernmost prefecture of Japan -- Okinawa -- and an outpost of the Extended Enterprise.

(C//SI) The customer set for SIGINT here on Okinawa numbers in the tens of thousands and represents every branch of the U.S. armed forces as well as the State Department and other elements of the Intelligence Community. At over 26,000, the U.S. military personnel on Okinawa represent the largest number of American combat forces regularly stationed anywhere outside the United States. All of those forces require specific intelligence support from national systems to complement their own tactical intelligence capabilities. Now, start counting family members, U.S. government civilians of all skills, school teachers, and others supporting those combat forces and the total goes up to over 51,000 personnel!

(C//SI) That number of foreigners is bound to have an effect, sometimes adverse, on the local and national economy, traffic control and law enforcement. Those effects are frequently magnified and end up as issues for discussion among policy makers in Tokyo and Washington, D.C. who require even more specialized SIGINT support. And did you know that the front end for the majority of signals collected for exploitation at the Kunia RSOC in Hawaii is located here on Okinawa? Formerly known as NSGA Hanza, the site, just a stone's throw away from beautiful Torii Station beach, is now known as the Defense Communications Detachment Okinawa and is run by a handful of government contractors and a couple of Agency civilians.

(U//FOUO) So, that's what SIGINT is doing on this island paradise. We are making a difference in the security of U.S. interests 8000 miles away from the NSAW "flagpole." Consider taking a field tour in Okinawa or making it a stop on your TDY itinerary to see how important SIGINT is to the particular customer set here amidst the palm trees! Check out our [homepage](#) for more information and sights of Okinawa.



SERIES:

(U) SID Around the World '03

1. [Coming Soon: SID Around the World!](#)
2. [SID Around the World: Living High in the Balkans](#)
3. [SID Around the World: SIGINT from Paradise \(Okinawa\)](#)
4. [SID Around the World: A Country the Size of Maryland](#)
5. [SID Around the World: Life in the Field](#)
6. [SID Around the World: Washington, D.C.](#)
7. [SID Around the World: Peak Conditions in Denver](#)
8. [SID Around the World: The Rheinland](#)
9. [Spanning The Globe...Misawa to Menwith Hill: Part 1](#)
10. [Spanning The Globe...Misawa to Menwith Hill: Part 2](#)
11. [SID Around the World: A TDY to Guantanamo Bay](#)

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(U//FOUO) The International Affairs Institute (IAI)

FROM: the IAI
Unknown
Run Date: 06/19/2003

(U//FOUO) In 1971, a small group of energetic individuals founded the International Affairs Institute (IAI) with the intent of presenting to the NSA populace a variety of distinguished speakers from the fields of business, politics, the military, and academia. Their aim was to promote an interest in international events and affairs while providing unique insights into those issues. That mission continues today, as the IAI routinely hosts speakers from classified and unclassified arenas to lecture on hot topics in international affairs and encourages its members to write and publish papers on related subjects.

(U//FOUO) The IAI employs many methods of raising awareness of international affairs. These include annual events such as the International Challenge, which tests members and non-members on their international affairs trivia, a book sale featuring the latest and greatest in international affairs literature, and an essay contest covering a range of subjects. All of these endeavors are well received by employees and many also include cash prizes for the winners!

(U//FOUO) The organization is also extremely well connected to the IA (Intelligence Analysis) Intern program. An intern sits on the IAI Board, and the organization has recently instituted a new policy granting membership to all IA Intern new-hires, free of charge for their first year. This recruitment tool has been very successful, and has prompted IAI to reach out to the other skill-field communities with a similar membership agreement offer.

(U//FOUO) The International Affairs Institute has been reaching out to the workforce for over 30 years, hosting hundreds of speakers and lectures and publishing numerous papers on international issues. We welcome new members as we look forward to the next 30 years! For more information on this organization, visit the [International Affairs Institute webpage](#) ("go IAI").

 **SERIES:**
(U) NSA's Learned Organizations

1. [A Look at NSA's Learned Organizations](#)
2. [The KRYPTOS Society](#)
3. [The Crypto-Linguistic Association \(CLA\)](#)
4. [The Collection Association \(CA\)](#)
5. [The Crypto-Mathematics Institute \(CMI\)](#)
6. The International Affairs Institute (IAI)

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(U//FOUO) Director's Paper on the Extended Enterprise: What It Means for SID

FROM: SIGINT Communications
Unknown
Run Dates: 06/20/2003 , 06/21/2003 , 06/22/2003

(U//FOUO) As noted in a recent [Agency-all email](#), Director Hayden has issued a paper entitled "[The Extended Enterprise: Where To From Here?](#)". This paper changes the relationship between NSA's headquarters and field elements, and has a direct impact on how SID operates. Although we recommend you read the entire paper (it's nine pages, but an easy read) for the full story, we've excerpted below some of these key points that relate to SID:

(U) MISSION

- (U//FOUO) The paper restates that "All SIGINT and related activities are under the direct operational control of the Director of SID or his designated representative... In short, headquarters elements will exercise operational control of their activity wherever it is found across the enterprise. This control includes guidance, tasking, prioritization, and resource allocation as well as the setting of policy, mission standards and performance metrics."

(U) COMMAND

- (U//FOUO) "None of the above removes the responsibility of a field chief or a site commander to act as a chief or commander. Headquarters elements exercise operational control of mission in the extended enterprise *through the chiefs and commanders* . We will have centralized direction, but we *must* also have decentralized execution."

(U) GOVERNANCE: WRIT LARGE

- (U//FOUO) "...each headquarters mission area will be responsible - working through the chiefs and commanders - for control of its respective activity on site. However, the mission activity constituting the dominant activity at each site will have overall responsibility for site support and performance. Accordingly, extended enterprise leaders will link directly to the following headquarters mission elements:

Liaison offices, activities, and representatives performing predominantly foreign liaison	FAD
CSGs [Cryptologic Services Groups]	SID/S1
RSOCs and MOC [Regional Security Operations Centers and the Meade Operations Center]	SID/S2
Collection Sites; European and Pacific Technical Centers	SID/S3

- (U//FOUO) "The NCRs [National Cryptologic Representatives] at Defense, State, Homeland Security, and the Combatant Commands, and our representatives to our major Intelligence Community partners do not fit entirely comfortably into the fighting forces paradigm -- they function as our diplomatic corps as well. While responding to tasking from the mission areas, these representatives will continue to report to me, with admin support from the Chief of Staff."
- (U//FOUO) "NSA headquarters offices will make any organizational changes they need to make to handle this new function. FAD is pretty far along in managing liaison offices but S2 will probably need some work to adequately govern Medina, Gordon, Kunia, and [Meade](#) . I want S2 to think about and treat the RSOCs and MOC just the way they now deal with headquarters-based product lines. And I want the dialogue between them to be as immediate and as intense. The same applies to S3 -- plugged in to field sites as tightly as they are to [TAO](#) . S1 may have less to do if we can tie the [SEAMS](#) closely to our customer footprints (CSGs)."

(U) MANPOWER

- (U) "All of this demands some fundamental changes in the way we handle manpower issues in a distributed enterprise. Simply put, SID and IAD will be responsible for operational billets *wherever* they are located. ... *All* extended enterprise billets will be the responsibility of one or another headquarters element."

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(S//SI) North Korea Rock Drill Held This Week

FROM: the North Korean Issue Management Team
Unknown
Run Date: 06/20/2003

(S//SI) This week, from 16-17 June, the [North Korean \(NK\) Issue Management Team \(IMT\)](#) conducted the first in a series of NK Rock Drills. This effort is in keeping with the Director's charge to build on best practices/lessons learned from Iraq-- with a focus on preparing the cryptologic system to support policymakers and warfighters. Subject matter experts were assembled from across the cryptologic community to assess the NSA/CSS posture against North Korea. Over 80 representatives from 31 NSA/CSS organizations across the Enterprise attended the two-day session. The [Rock Drill](#) consisted of a series of information briefs and small-group discussions. Numerous issues and gaps concerning our current capabilities were identified, and the results are posted on the [North Korean IMT web page](#) (or type "go nk").

(S//SI) The first day's session commenced with opening remarks by SID Director MG Quirk, then launched into a series of briefs from each of 15 presenting organizations, starting with the NSAW Directorates, SUSLAK (Senior U.S. Liaison Advisor-Korea), moving through the SID Deputy Directorates, MSOC (Misawa Security Operations Center), Kunia RSOC and the CSS/SCE components, and ending with a discussion of the military OPLANS for Korea (complete agenda and briefing slides are posted on the "go nk" web site). On the second day, small group discussions, facilitated by OPSIGINT, identified key issues and gaps raised during the first day. The small groups focused on Access, Collection, Production and Dissemination/Interoperability topic areas and captured/prioritized the essential 3-5 gaps in each area. The large group reassembled after a break to review the reports from each topic area. The slides from these briefs are posted on the "go nk" web at the TOP SECRET//COMINT//REL level.

(S//SI) While Rock Drill-1 was limited to the NSA/CSS community and focused on our current posture, future Rock Drills will include Second Parties, SIGINT and Information Assurance customers as well as other Intelligence Community members. Rock Drill-2 will be hosted by MG Quirk and is scheduled for 5 August 0800-1100, Room 9A135 (date changed from 23 July). Participants will be at the senior level, in contrast to the working-level nature of Rock Drill-1. During Rock Drill-2 the IMT will review the progress of the NK Multi-INT Review; provide an analysis of NK Priority-2 Information Needs (which represent 70% of total INs); and present an overview of Rock Drill-1 which will focus on addressing the NK issues and gaps agreed upon in Rock Drill-1, as well as recommend a "way-ahead" in resolving these challenges.

(S//SI) Aside from discussing important NK issues, Rock Drill-1 afforded the opportunity for visitors from CONUS and OCONUS to interact with NSAW Korean hands by building new relationships or renewing old acquaintances. While the evaluation forms collected have yet to be reviewed, it is the general consensus that Rock Drill-1 was a success and participants look forward to playing in future Korea Rock Drills!

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(U) SINIO Strategic Intelligence Seminar: *Terrorism in Southeast Asia*

FROM: [REDACTED]
Deputy Chief, Strategic Intelligence Issues
Run Date: 06/21/2003

(C) On Thursday, the SINIO Council and the National Cryptologic School are pleased to present the third in a series of Strategic Intelligence Issue Seminars for Summer 2003. "Terrorism in Southeast Asia" will be presented by the Deputy SINIO for East Asia, [REDACTED], on **June 26th from 1100-1300 in 2B4118-6**. Advance registration is required; instructions are provided at the end of this article.

Course Overview:

(U) Following 9/11, the world's attention was focused on Afghanistan, but terrorism existed in Southeast Asia as well. Two Americans were being held hostage by a Philippines terrorist group, and the Jamaah Islamiyah was planning attacks against US interests in Singapore. As more information has come to light, these Southeast Asia terrorist organizations have been revealed to have close ties with al-Qaida and are receiving both training and money. The presentation will cover the main terrorist organizations in the Philippines (MNLF, MILF, and ASG) and the Jamaah Islamiyah by looking at the history of these groups, their aims, activities, and what is being done about them.

(U//FOUO) Please consult the SINIO Website ("go sinio") for information on future events in this series.

POCs:

[REDACTED], for SINIO Council ([REDACTED]s)
[REDACTED] ([REDACTED]) for information on this presentation.

(U) REGISTRATION INFORMATION:

(U//FOUO) Eligible SID students interested in attending this brown-bag session must send the following information to [REDACTED] [REDACTED]:

- COURSE: AREA1500-Terrorism in Southeast Asia
- NAME:
- SSN:
- ORG:

(U) Note1: Pre-registration is necessary due to limited seating.

(U//FOUO) STUDENT QUALIFICATIONS: All cleared SID personnel may apply. Priority, however, will be given to those analysts in organizations (such as S2A and S2I) where they would benefit from an in-depth look at SE Asia and the effect of Terrorism on the region.

(U) Note2: While preference will be given to those who would gain maximum benefit by attending the seminar, registration will still be determined on a first-come, first-served basis. Those desiring to attend should submit their requests as soon as possible.

(U) Note3: Session classification is TS//SI. Session will not be videotaped.

(U) ALLOCATIONS: SID (50)

(U//FOUO) POINTS OF CONTACT: For course content, special needs assistance, administrative or registration information: Course Managers (Contractors): [REDACTED] ([REDACTED]@nsa), E44, [REDACTED] and [REDACTED] ([REDACTED]@nsa), E44, [REDACTED].

(U) PRIVACY ACT STATEMENT: Authority for collecting information requested on this form is contained in 5 U.S.C. 4101-4118, 10 U.S.C. 1601-1614, 50 U.S.C. 402 note; Executive Orders 11348 and 12333. NSA's Blanket Routine Uses found at 58 Fed. Reg. 10,531 (1993) as well as the specific uses found in GNSA09 and GNSA12 apply to this information. Authority for requesting your Social Security Number (SSN) is Executive Order 9397. The requested information will be used to document the nomination of trainees and completion of training. Your disclosure of requested information, including SSN, is voluntary. However, failure to furnish requested information, other than your SSN, may result in a delay in processing, ineligibility for training, or inaccurate documentation of training.

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(U) "King of Diamonds" Apprehended in Iraq

FROM: SIGINT Communications
Unknown
Run Date: 06/23/2003

(TS//SI//OC/REL TO USA, AUS, CAN, GBR and NZL) SID'S Counterintelligence and HUMINT support (CIHS) Product Line was recently instrumental in the identification and subsequent apprehension of "The King of Diamonds" from the CENTCOM deck of cards representing their list of most-wanted Iraqis. Aziz Salih Al-Numan-- who as the King of Diamonds was number eight on the list-- served as the Ba'ath Party Regional Command Chairman responsible for West Baghdad.

(TS//SI//OC/REL TO USA, AUS, CAN, GBR and NZL) SID's involvement began when U.S. Army representatives contacted NSA to request time-sensitive SIGINT support to aid their planned apprehension of Al-Numan. Following coordination with the Middle East North Africa Product Line, CIHS surged to 24-hr operations on 20 May. CIHS also coordinated with the GEOCELL to ensure that tippers would be distributed related to the target communications. When the summary of contacts was delivered to the Army, officials requested that CENTCOM issue a final authorization to seize Al-Numan. CIHS followed the tip-off with a limited distribution report the next morning. Within 25 hours of the initial contact by the Army, Aziz Salih Al-Numan was apprehended, and Army sources phoned in their appreciation for CIHS's quick response to their request for time-sensitive support.

(U) According to press reports, Al-Numan ordered the destruction of Shi'a holy sites while Governor of Karbala' and of An Najaf from 1977-1986. He also served as governor of occupied Kuwait from November 1990-February 1991, where he enforced the policy of "reintegrating Iraq's 19th province." Well done to all involved in his capture!

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(U) Makin' It Easy

FROM: LTC [REDACTED] USA and [REDACTED]
Military Integration Office, Plans Division (S131)
Run Date: 06/23/2003

(U//FOUO) Do you know you can make *SID today* your browser homepage? Follow the directions below and "The In **SID** e Scoop" (*SID today*) will be the first thing you see when you open your browser.

(U//FOUO) In Netscape :

-
- Go to the *SID today* page. •
- Then, on your Netscape browser window click on "edit". •
- On the drop down menu at the bottom, click on "preferences". •
- Choose the Navigator category.
- In the "Navigator starts with" box, select "Home page"
- In the Home page box click on "Use current page" (This is why you have to be on the *SID today* page when you start.) •
- Then OK at the bottom of the window.

(U//FOUO) Test it by closing Netscape and then restarting it. *SIDtoday* should be what you see when Netscape comes up.

(U//FOUO) Now, if you want to make getting back to *SID today* as simple as a single click, add it to you bookmarks. Then edit your bookmarks and put the *SID today* bookmark on your personal toolbar. A *SID today* block should show up in the 3rd level toolbar at the top of your browser window.

(U//FOUO) In Explorer :

-
- Start on the *SID today* page. •
- Click on "Tools" •
- On the "Tools" menu choose "Internet Options". •
- Click the "General" tab. •
- In the Home page area, click "use current" and then OK. •
- Click on "Favorites" and add it to your favorites list.

(U//FOUO) As Martha would say... **Having *SID today* as your home page, it's a good thing!**

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(U) 24-hours in Iraq

FROM: SIGINT Communications
Unknown
Run Date: 06/24/2003

(S//SI) Now that the situation in Iraq has entered the reconstruction phase-- Phase IV-- SIGINT support to the campaign has shifted accordingly. As SID's [Post-war Iraq Plan](#) anticipated, one of the many challenges we face is providing SIGINT support for force protection.

(S) We all know from press reporting that the situation in Iraq is still extremely dangerous. However, the scope of hostilities is greater than many may realize-- incidents occur regularly that fall below the press's reporting threshold. The below activity summary will give you an idea of what happens during the course of a random day (14 June) in Iraq. This may seem to be a large number of incidents, but this is actually representative of an average day-- and since there were no U.S. fatalities, it could be considered a "good" day:

(S) The following events occurred on 14 June in Iraq:

- A retransmission site for the 101st Air Assault Division was fired on by an unknown number of personnel. They returned fire and broke contact. No injuries.
- A 1st Armored Division patrol in Baghdad received fire from one RPG (rocket-propelled grenade). The RPG round went high and missed. The patrol could not locate the source.
- A 3rd Infantry Division checkpoint noticed that two individuals with RPGs were attempting to low crawl up to their position. The checkpoint engaged with small arms. 2 x Enemy KIA (killed-in-action).
- A 1st Armored Division patrol in Baghdad discovered three men attempting to set up an ambush. The group fled into a nearby mosque. The patrol surrounded the mosque, then coordinated for the Iraqi police to enter. The men were detained without incident and turned over to U.S. forces, and a weapons cache discovered at the mosque was confiscated.
- A 4th Infantry Division patrol was ambushed with two RPGs as it traveled to a Ba'ath Party house near Karbala. The patrol continued to the target and conducted a raid, receiving some small arms fire. 1 x Enemy KIA, 1 x Enemy WIA (wounded-in-action), 3 x detainees.
- A 101st Air Assault Division patrol in Mosul was attacked by a group of nine individuals with small arms. The group fled into a large building used for housing. The patrol decided not to pursue due to the risk of collateral damage.
- A 3rd Armored Cavalry Regiment checkpoint along the Syrian border was fired on by a vehicle on the Iraqi side. The checkpoint returned fire, but the vehicle fled. 1 x U.S. WIA (multiple gunshot wounds).
- A 101st Air Assault Division checkpoint in Mosul was attacked with small arms by two individuals on motorcycles. The checkpoint returned fire, and the motorcyclists fled. The soldiers pursued and wounded one of the individuals, who was then turned over to the local police.

(S) Over 50 U.S. soldiers have been killed since the official end of the war on 1 May, and the Coalition forces average almost 4 wounded per day.

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(U) Beaver Tail, the Food

FROM: SIGINT Communications
Unknown
Run Date: 06/24/2003

(U//FOUO) In the recent article "[Letter From Ottawa](#)", it was noted that Ottawans enjoy gnawing on beaver tails, but we neglected to explain what that means. The author, [REDACTED], has cleared up this mystery:

(U) "Beaver tail is indeed a pastry: dough rolled into a plate-sized oblong and deep fat fried and then covered in cinnamon sugar, or jam, or maple syrup, or whatever you fancy (they also do savory versions). Very warming on a cold winter day (but not recommended for those on a low-carb diet)!!"

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(U) Book Review: Cryptonomicon

FROM: [REDACTED]
SIGINT Communications
Run Date: 06/25/2003

(U) With the weather being so dreary, rainy-day reading has become more of summertime activity than many would like. While the weather does take away some outdoor playtime opportunities, it also offers a terrific opportunity to curl up with a fantastic book that is likely to strike the fancy of many NSA employees. Neal Stephenson's Cryptonomicon, a New York Times bestseller, takes the reader on a journey from World War II to the present in a historically fictional representation of the development of cryptology, the breaking of the ENIGMA, the birth of the computer, and the founding of the National Security Agency.

(U) The book weaves in and out of two major storylines: the mesmerizing life of Lawrence Pritchard Waterhouse, a mathematical, code-breaking genius, and his participation in World War II; and Waterhouse's grandson Randy who takes after his grandfather, but now, in a technologically-advanced society. Stephenson has produced an enthralling work that proves to be as much of a history lesson as an eye-opening thriller. As an NSA employee, it is particularly entertaining to read the depictions of intelligence officials and code-breakers from days long past, and days more recent. It's a thick one, but well worth the time investment! What better way to take advantage of the rain than to add a new book to your list of favorites!

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(U) Congratulations to SID Promotees and Award Recipients!

FROM: the SID Leadership Team
Unknown
Run Date: 06/25/2003

(U//FOUO) It is our great pleasure to recognize this year's SID civilian promotees. The official promotion list will be forthcoming soon, pending notification of all recipients. These individuals selected for advancement have made outstanding contributions to SID and the Agency, and have played a major role in the great successes we have achieved over the past year. Given the tremendous talent resident in the SID workforce, it is no easy feat to be singled out for such recognition! We, the SID Leadership Team, heartily congratulate the promotees and look forward to even greater things from them in future.

(U//FOUO) As you know, this year we also committed a large portion of our remaining awards money for the promotion cycle towards Quality Step Increases (QSI), Sustained Superior Work Performance (SSWP), and Special Achievement Awards (SAA), to reward outstanding performers for their contributions. Additionally, we take particular pride in the number of Team Awards which were allocated, since so much of our work depends upon group efforts. The competition for these SID awards was likewise very steep, and we highly commend the outstanding accomplishments of each and every recipient.

(U//FOUO) We are well aware that the SID workforce is the very foundation of SID's success. As a result, our goal is to reward appropriately, within our monetary constraints, all who perform with excellence. We realize that not all who are deserving have received recognition, but we are committed to rewarding outstanding performance to the fullest extent possible.

(U) Please join us in congratulating SID's honorees-- they've done a fantastic job!

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(U) MG Q, Where Are You?

FROM: SIGINT Communications
Unknown
Run Date: 06/25/2003

(U//FOUO) This weekend, Major General Quirk accompanied DIRNSA to the Palliser Conference, held 23-24 June in Calgary, Canada. The Palliser conference is an annual meeting of the heads of the 5-eyes SIGINT and HUMINT agencies. The conference also often includes law enforcement agencies.

(U//FOUO) While the agenda for the conference was full of interesting topics of discussion, including Operation Iraqi Freedom, Counterterrorism, North Korea, and the PRC, the main goal of General Quirk's visit, as the new SIGINT Director, was to work on building the relationship between NSA and the CSE, our Canadian counterparts.

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(U) Introducing Carl Johnson as Assistant Deputy Director for Customer Relationships

FROM: Carl Johnson
(Dateline 5 June)
Run Date: 06/26/2003

(U//FOUO) I am honored, humbled, and pleased to have been selected as the new Assistant Deputy Director for Customer Relationships. [REDACTED] the newly named Deputy Director for Customer Relationships, is currently completing the Foreign Service Institute (FSI) Senior Seminar. We expect her to officially come on-board in mid-July. In the meantime, I have been simultaneously learning all I can, and as quickly as I can, about the Customer Relationships Directorate (CRD) and have been representing CRD's interests and equities as the Acting Deputy Director for Customer Relationships.

(U//FOUO) By way of introduction, my background falls entirely within operations. I started my career working Russia but have spent the bulk of my time working China and Korea. My most recent position was as Chief of the Analysis and Production, China & Korea Product Line (S2B). In the former Directorate of Operations (DO) Asia and Pacific organization (B Group), I served as the B Group Executive Officer and in NSOC as a B (Group) Senior Group Coordinator (BSGC). I also led the B Group Customer Relations Division of the Staff. Along the way, I attended the Air War College and Marine Corps Command and Staff College.

(U//FOUO) Since 19 May, my first full day on the job in CRD, I've moved my office and established an office staff; and by the end of June, I'll have toured the CRD spaces and met the workforce. I've also attended the recent SID Leadership off-sites. These off-sites have been invaluable for all of us, whether new to SID Leadership or not. In this short period of time, we have not only gotten to know each other on a personal basis but have also established the basic precepts for making continual improvements in how we "take care of business." Reaching this point of mutual understanding and agreement would have taken several months of sandwiching disjointed meetings between daily operational fire fighting. Whew - all this in less than a month on the job!

(U//FOUO) I view CRD as the flash point for bringing the customers (along with all their diverse needs and missions) together with the SIGINT System (along with all its bureaucracies and transformation growing pains) to create SIGINT successes for the nation. Accomplishing this is a tricky business and seldom as straightforward as much of the work done in the rest of SID. In saying this, I'm not talking about the technical complexity of the work. Instead, I'm talking about the difficulty of establishing and maintaining the processes that effectively bring people together at many levels - personally, organizationally, and technically - in an ever-changing environment.

(U//FOUO) The team approach-- within CRD, throughout SID, and indeed across the entire Intelligence Community-- is the only way to go. Only through teaming and collaboration will we achieve high-level successes across the board instead of uneven pockets of



SERIES:

(U) Getting to Know the SID Leadership Team

1. [Coming Soon: Getting to Know the SID Leadership Team](#)
2. [Introducing Jim Allen, Incoming Deputy Director for Analysis and Production](#)
3. [Jack Israel, A&P;'s Senior Technical Leader](#)
4. Introducing Carl Johnson as Assistant Deputy Director for Customer Relationships
5. [Introduction to \[REDACTED\] Customer Relationships Director](#)

success, failure, and mediocrity. I encourage everyone to enjoy, relax, and celebrate! Our jobs are hard but we must appreciate, respect, and celebrate each other and our successes. We want an atmosphere that promotes creative thinking and risk taking together with responsibility and accountability. We also need the wisdom to grow our future through responsible delegation of authority throughout the entire workforce.

(U//FOUO) Finally, I truly appreciate the warm welcome and outstanding support I've already received during my short tenure in CRD. I'm really looking forward to the exciting times ahead and to working with each of you to produce the SIGINT successes that will help ensure our nation's security, freedoms, and way of life.

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(U//FOUO) MG Quirk Leads Group to Iraq

FROM: [REDACTED]
Iraq Issue Manager
Run Date: 06/26/2003

(TS//SI) MG Quirk led a trip to Baghdad, Iraq in mid-November to meet with our customers and partners as well as our deployed personnel. The group met NCR CENTCOM, Greg Smithberger, in Qatar and then travelled to Baghdad, where they met with CJTF-7 intel units including the CJTF-7 Intel Fusion Center, CSG Baghdad, and the Coalition J2 or C2 Brigadier General (P) Barb Fast. Other stops included TF-121, the Iraq Survey Group - Baghdad, SCS Baghdad, Coalition Provisional Authority, tactical SIGINT units, the 1st Armored Division, and Abu Ghurayb Prison.

[REDACTED]
[REDACTED] *SID/DDDA; Jim Allen, SID/DDAP; [REDACTED] Iraq Issue Manager; Dr. Eric Haseltine, NSA/Associate Director for Research; Greg Smithberger, NCR CENTCOM; and MG Quirk, SIGINT Director, in Qatar as they prepare to visit Baghdad, Iraq.*

[REDACTED]
The trip from Qatar to Iraq in a C-130 comes with all the expected modern travel conveniences: a web seat and ear plugs.

[REDACTED]
MG Quirk gains insight into the deteriorating weather conditions from the pilot of the C-130 (the flight out was provided by a unit from the Kentucky National Guard).

[REDACTED]
The group was met by [REDACTED], NCR Iraq, (far left) upon arriving at the Baghdad International Airport.

[REDACTED]
Living quarters were provided at this villa at Saddam's Presidential Palace North at CAMP VICTORY, home to CJTF-7 HQ, near Baghdad International Airport.

[REDACTED]
SID has analysts deployed here, at the Iraq Survey Group (ISG) HQ in Camp SLAYER, within another of Saddam's palace complexes. The primary mission for the ISG is the search for weapons of mass destruction (WMD).

[REDACTED]
For travel outside the the protected zones, helmets, armored vests, and weaponry are expected.

[REDACTED]
The Coalition Provisional Authority Palace, aka Saddam's former presidential palace, located in central Baghdad on the banks of the Tigris River. Here the group met with NCR Iraq staff.

[REDACTED]
The group also met with Ambassador McManaway, then deputy to Ambassador Bremer, the head of the Coalition Provisional Authority. During the visit, the group passed through the palace's chapel, shown here. Note the mural on the far end depicting Scud missiles rising to the heavens.

[REDACTED]

One of the highlights of the trip was an opportunity to visit tactical SIGINT units. The 501st Battalion set up their SIGINT collection system here, at the Four Heads Palace in Baghdad.

[REDACTED]

MG Quirk posed with members of the 501st Battalion of the 1st Armored Division at the Four Heads Palace in Baghdad. The group was able to discuss national to tactical integration and SIGINT support from the tactical SIGINT's perspective.

[REDACTED]

The NSA group: Greg Smithberger, MG Quirk, [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], Jim Allen.

[REDACTED]

View from the Four Heads Palace across Baghdad.

[REDACTED]

The warfighter's precision munitions may make a small hole to start...

[REDACTED]

...but they bring quite a bit of destruction (inside the Four Heads Palace, home to the 501st).

[REDACTED]

At Abu Ghurayb prison, the group discussed the role of interrogations and how they can provide leads for SIGINT. They also visited one of Saddam's torture chambers.

[REDACTED]

Departing on the first leg of the trip home.

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(U//FOUO) SID Around the World: A Country the Size of Maryland

FROM: SIGINT Communications
Unknown
Run Date: 06/26/2003

(U) What country is about the size of Maryland, has a hundred breweries and is home to three languages? No, it's not Switzerland. The answer: Belgium.

(U) So what are the three languages? French (spoken by the Walloons in the southern half of the country), Flemish (a dialect of Dutch-- spoken in the northern half), and a small area near the German border where they speak... well, you know. (Plus, Brussels, right in the middle, is bilingual.) When you mention Belgium, people often give you a quizzical look. They don't have a clear idea of what it's about. It's complicated!

(U) What's Belgium noted for? Well, for many people, food and drink. The national dish is mussels and fries (pommes frites). You know about the waffles. If you want to be popular, give someone Belgian chocolates. And beer is the national drink (yes, even among those who speak French). Belgian beers are unique-- several varieties are brewed nowhere else in the world. A curiosity is that Belgians often divide their beers into "good" and "evil". In the former category you have Trappist ales (brewed by Trappist monks) and beers named for numerous saints. In the latter, you have such potions as "Piraat" (Pirate), and "Fin du Monde" (End of the World).

(C) What is SID doing there in Belgium? Well, there are SID representatives at NATO political headquarters in Brussels and at NATO's military headquarters, based near Mons. (Some rue the fact that years ago Charles De Gaulle had a falling out with NATO, resulting in the HQ relocating from Paris in 1967.) In Mons, some representatives work in an underground bunker. Administratively, these people fall under NCEUR (NSA/CSS Europe, based in Stuttgart, Germany).

(U) NATO, EU, Romance language, Germanic language... is Belgium the cultural crossroads of Europe?



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(U) Another Top Iraqi Captured

FROM: [REDACTED]
Chief, Geospatial Exploitation
Run Date: 06/27/2003

(TS//SI//OC) On 17 June, U.S. Special Forces in Iraq captured Mahmud al-Tikriti, number four on the CENTCOM target list and the Ace of Diamonds in the CENTCOM card deck, along with several members of his family. Mahmud and his family were known to be facilitating movement of wanted individuals between Syria and Iraq. The SIGINT system, working in concert with sensitive HUMINT sources, played a very prominent role in Mahmud's capture.

(TS//SI//OC,REL) The Geospatial Exploitation Office (GEO) provided near-real-time tipping to Special Operations Forces engaged in the hunt. Additionally, linguists from two other SID Product Lines provided rapid turnaround of speaker identity information and conversation content, adding key context information to the location data being sent forward. Data Acquisition personnel executed some quick-reaction activities to establish and maintain continuity of coverage on the targeted communications.

(S) At the receiving end was a National Intelligence Support Team (NIST) element, deployed with the supported forces, that helped coordinate the information flow throughout the operation and ensured that the warfighter both received and understood the SIGINT.

(TS//SI) While this operational model has been used frequently over the last several months, this particular operation represents an extraordinarily successful merger of a wide range of skills areas within the SIGINT enterprise, along with information from other intelligence assets, leading to the capture of a key Iraqi target.

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(U) Who's Who in HR for SID

FROM: SIGINT Communications

Unknown

Run Dates: 06/27/2003 , 06/28/2003 , 06/29/2003

(U//FOUO) The Human Resources Service Center for the Signals Intelligence Directorate has recently been reorganized. A few employees have left and there are also some new faces to be introduced.

(U//FOUO) Do you know your HR Advisor? Do you know which Program Manager handles which programs? Do you know where to go for answers to your HR questions? We hope the following helps guide you to the right person for your answers to P3 questions, awards, beneficiary forms, marital status changes, military deposits, the FLIP program, and the [TEDNE](#) (Temporary Employment During the National Emergency) program, just to name a few.

(U//FOUO) Please take a few minutes and become familiar with the names of the HR employees who serve your organization. They are there to help you with all of your HR needs.

MD61 - SID Staffs, SDN, SDV, SE, S1 Support Branch

Branch Chief : [REDACTED]

HR Advisor :

[REDACTED]

- Advisor for S, S01, S02, SDN, SDV, SE, S1
- CNE Awards

HR Program Managers :

[REDACTED]

- S, S01, S02, and SDN programs
- Monetary Awards (for all SID staffs, SDN, SDV, SE, S1)

[REDACTED]

- S1, SDV, SE, and SSG programs
- Non-Monetary Awards (for all SID staffs, SDN, SDV, SE, S1)

HR Technical Specialist :

[REDACTED]

- SID Executive Programs, SID Demographics
-

MD62 - S2 Support Branch

Branch Chief : Vacant

HR Advisors :

[REDACTED]

- Advisor for S2 (minus interns)

- FLIP

██████████

- Advisor to SID Interns
- Time-Off Awards

HR Program Managers :

██████████

- Promotions
- Awards (other than Time-Off Awards)

██████████

- Manpower, Staffing
- Student Programs

██████████

- Details
- Part-time Programs
- ICAP

HR Technical Specialist :

██████████

- FLIP
- Retention Allowances
- TEDNE point of contact for S2

MD63 - **S3 Support Branch**

Branch Chief : ██████████

HR Advisor :

██████████

- Advisor for all of S3

HR Program Managers :

██████████

- S3A, S3C, S3T Staffing/Awards
- S3 Promotions/Awards
- TEDNE point of contact for S3

██████████

- S31 Staffing/Awards

██████████ (filling in for ██████████)

- S33 Staffing

HR Technical Specialist and Co-ops: ██████████

TEDNE Overall Coordinator for SID : ██████████

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(U//FOUO) Rebroadcast of *View from the Iraqi Front*

FROM: SIGINT Communications
Unknown
Run Date: 06/30/2003

(U//FOUO) On June 6, 2003 Brigadier General Richard Zahner spoke to a packed house in Friedman Auditorium about the "View from the Iraqi Front". His presentation included first hand accounts from the Operation Iraqi Freedom as well as a host of lessons learned from the US campaign in Afghanistan.

(U//FOUO) If you missed it, the video of the presentation will be rebroadcast everyday from June 30 - July 7, on Newsmagazine channel 27 at OPS and channel 17 at FANX. The times for the rebroadcast are 0100, 0400, 0700, 1000, 1300, 1600, 1900, 2200. For more information please go [HERE](#) or type "go audio news" or call [REDACTED]

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(U//FOUO) SIGINT Development Conference Wrap-Up

FROM: [REDACTED]
SIGINT Development Strategy and Governance
Run Date: 06/30/2003

(C) It was standing-room-only at this year's (9-13 June) successful SIGDEV Conference. Following SID Director Quirk's keynote address (see article in [NSA Daily](#)), workshops were held on the following topics:

- Follow the Money/People/Goods,
- Convergence/Cross Media Chaining,
- Network Analysis,
- Fiber Optics,
- High-speed Broad Band Access and Survey,
- Social Network Analysis, and
- Target Templating.

(C) Small groups held in-depth discussions on SIGDEV Skills and Training and explored the policy and legal issues that can impact both the SIGDEV business and effective collaboration. Attendees also had the opportunity to hear more about SIGINT Development in the Field, Internet Research techniques, Target Technology Trends, and the value of exploiting GIS/CAD. Throughout the week, SIGDEV organizations opened their doors for tours, tools demonstrations, and hands-on training using SIGDEVToday, the SIGDEV Learning Portal.

(U//FOUO) During the week, participants renewed old acquaintances and forged new relationships, fully realizing the theme of this year's conference: "Creating Opportunities Through Collaboration." Because of the overwhelming response to the conference, some participants were not able to get into their first choice workshops. The conference proceedings, consisting of PowerPoint presentations and handouts used during the conference are now posted to the [SD2003 webpage](#). Over the next few weeks, SIGDEV Strategy and Governance (SSG) will sponsor encore presentations of several popular briefings, while others will be videotaped for viewing on the [SIGDEVToday](#) page.

(U) SSG want to particularly thank all the briefers, volunteers, and participants who helped to make this year's conference such a success!

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(U) SID Around the World: Life in the Field

FROM: [REDACTED]
NCEUR/CAApps Chief of Staff (F26)
Run Date: 07/02/2003

(U//FOUO) When I was asked to write about life in the Field, for "SID Around the World", my only challenge was to keep my comments to a few paragraphs. I arrived at NSA/CSS Europe (NCEUR), Cryptologic Applications Directorate (F26), in Stuttgart, Germany, just over a year ago as the Chief of Staff. Although I started my career as a SIGINTer, I had been managing training and HR organizations for several years. Coming to NCEUR has allowed me to re-enter, at least in part, the SIGINT world. The Cryptologic Applications (CAApps) Directorate is co-located with, and provides support to, the U.S. European Command HQ, on Patch Barracks.

(U//FOUO) This is my fifth overseas assignment, having served one tour in Korea on active duty, two tours as a military spouse in Greece and Japan, and two as an NSA civilian in England and Germany. As a result, I can say authoritatively that the best part of life in the field is travel. Stuttgart is in a great location since we can travel to most of Germany, as well as France, Switzerland, or Austria in a matter of a few hours. The rest of Europe is easily and inexpensively accessed as well. As a single parent with a daughter in college, my daughter also benefits from my tour abroad since she is able to spend her Christmas and summer breaks in Europe. In one year she has already traveled with me to England, France, Switzerland, Italy and the Netherlands. We still have two years to go!

(U) Each country I have lived in has had a slightly, or sometimes radically, different lifestyle. However, the common thread has been that I have learned to respect other ways of life, and learned that "our" way is not the only way. A Field experience is a tremendous benefit for kids and is something that will impact them their entire life. They learn to appreciate differences and become more flexible - both excellent life skills!

(U//FOUO) I was asked what I will miss most when I leave Stuttgart. I think I will miss the friends that I have made here, and will continue to make throughout my tour. When you work in the field, you not only work with your colleagues, but tend to socialize with them as well. Although some might not agree, I believe life in the Field creates a stronger bond than a traditional work relationship. Although that is not everyone's "cup of tea", I have found my most rewarding friendships have been those from my field tours. I have had a wonderful 18-year career at the Agency, but can say without hesitation that my Field experiences have been the greatest benefit of my career.



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(U) SID Around the World: Washington, D.C.

FROM: [REDACTED]
Chief, CSG Joint Staff
Run Date: 07/17/2003

(C//SI) Sometimes a field assignment does not require a major move. Having already had five overseas assignments, my wife and I just couldn't face packing up and moving yet again. So I found a "local" assignment in Arlington, VA. CSG Joint Staff is located in the Pentagon, providing SIGINT support to the Chairman, Joint Chiefs of Staff, the J-2 (Directorate for Intelligence), and the Joint Staff. CSG Joint Staff members find themselves in the middle of nearly every crisis situation that comes into the Pentagon because SIGINT usually provides the bulk of the information related to those events.

(U) The daily commute to the Pentagon, while longer than my commute to Fort Meade, is really not so difficult due to our shift schedule, and parking is no worse than what we have at NSA. Inside the building, however, is another story. The Pentagon is like a museum with a variety of displays throughout the building. Just inside the river entrance is an outstanding display on the life and career of President Eisenhower. Other displays include the career of General Omar Bradley, NATO, ANZUS, the USO, and D-Day. There is also a small chapel with a memorial to the Pentagon victims of September 11.

(U) What's so exciting about being here? Well, we often see issues we've worked on being discussed later on TV by the Secretary of Defense. And like Forrest Gump, I occasionally just happen to show up in areas where big-name people are passing by, such as Gen. Tommy Franks and (gasp!) Brit Hume. But the most exciting part of the job is working under a tight deadline to provide intelligence that is needed "right now or sooner" by primary customers who will put it to use. This sense of urgency, coupled with the face-to-face contact with our customers, makes for a true feeling of job satisfaction.

(U//FOUO) *If you are thinking of applying for a field position, see the [Extended Enterprise Vacancy Announcements](#).*



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(U) The Life of An Exec

FROM: [REDACTED]
Interim Civilian Executive Assistant/SIGINT Director
Run Date: 07/18/2003

(U//FOUO) "Life, as we know it, will cease to exist if I don't see MG Quirk immediately." As MG Quirk's executive assistant, this is one of the many dramatic opening lines that I've heard. An exec is a senior leader's front door, traffic cop, information manager, and most importantly, conscience. Like triage in an emergency room, an exec's main task is prioritization. Which of the hundreds of incoming daily e-mails and documents are truly important? Out of the dozens of requests, whom should they meet with today? What do they have to sign now so the Earth does not spin off its axis? An exec must make hundreds of decisions every day to optimize the senior's time. The worst decision is no decision. Without an effective filter, the senior is doomed to drown in information overload and unending meetings.

(U//FOUO) What is a "typical" day in the life of an exec? Opening the office before the craziness begins is critical as the exec must skim new incoming information and tee up the hot issues of the day. Then the daily roller coaster ride begins. The exec will attend many of the back-to-back-to-back meetings-- look for the slightly haggard individual sitting in the back row documenting actions or going through volumes of paperwork. The exec must be prepared to steal quality time with the senior between meetings or in transit to provide updates or background on upcoming events. The churn of activity usually continues through the late afternoon or early evening. The end of the day is often the only available time to work off actions and complete paperwork.

(U//FOUO) Keeping pace with a frenetic schedule is only skimming the surface of being an exec. An exec is a confidant who works significant and sensitive issues behind the scenes. They are the senior's staunchest ally to the outside world but privately their toughest critic providing candid assessments of decisions, meetings, and briefings. The exec represents the senior at all times and must build positive relationships across the organization, particularly with the staffs of other senior leaders. An exec makes sure promises are kept and questions are answered. An exec is the voice inside the senior's head reminding them of their priorities and obligations.

(U//FOUO) So the hours are long and the pace is relentless-- why would anyone want to do this? Immersion into this job provides one of the purest training experiences. An exec has a front row seat to the good, the bad, and the ugly of the senior leadership lifestyle. Most execs serve for a limited duration (12 to 24 months is typical)-- long enough to learn the job and be effective, but short enough to maintain sanity. Whether they aspire to be a senior or just more effective at their current level, executive assistants return to the workforce with a much-improved understanding of the implications of their work as part of the big picture.



SERIES:

(U) A Day in the Life of...

1. [Office Manager: Jack-of-All-Trades](#)
2. [The Life of An Exec](#)
3. [Working as a Policy Analyst: One Person's Perspective](#)
4. [Data Flow Manager: The Data Fairy?](#)
5. [Mathematician: An Insider's View](#)
6. [NSA Linguists 'Panning for Gold'](#)
7. [Plenty of Action on the Action Team](#)
8. [On The Collection \(Officer's\) Plate](#)
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10. [You Can't Keep the NSC Waiting!.. A Day in the Life of a GRSOC Analyst](#)

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(U) ConSIDer This: Electronic Records

FROM: SIGINT Communications
Unknown
Run Date: 07/23/2003

(U//FOUO) When all of NSA's official records were on paper, they were simply boxed up and stored at the NSA Records Center. Now that much of our information is stored on computers, how do we store it? At this time, there is no central electronic archive for the Agency. Some records are printed out and retired to the Records Center; others are migrated to other media for eventual transfer to the NSA/CSS Archives.

(U//FOUO) NSA's Records Management experts report that though there are a few special considerations to keep in mind when dealing with electronic records, the same basic rules apply as to any other medium. First, determine if the information is truly a record. The Agency's four Records Disposition Schedules can help with this, as well as guide you in the length of time those records need to be legally maintained. With long-term or permanent electronic records, you must keep in mind that the hardware and software most likely will be outdated in a relatively short time and plans should be in place to allow future access to the information, such as migration to the new system or to other media.

(U//FOUO) Even with short-term records, be sure to identify and index records for easy retrieval. If you have the only copy of a record, you may want to have a central directory for your office, or be sure to arrange transfer of your records if you leave that organization. Delete short-term and non-records regularly to avoid burying your valuable information and wasting a great deal of time in searching and re-creating records. Also be sure to include related information (metadata) with your electronic records.

(U//FOUO) For further information on DoD-level standards for records management software applications, as well as additional background on preserving official records, please see the [Records Management FAQ](#).

 **SERIES:**
(U) ConSIDer This:

1. Con *SID* er This: Electronic Records
2. [Con SID er This: The ABC's of Second Party Liaison](#)
3. [Con SID er This: Military Rank Abbreviations](#)
4. [Con SID er This: What Does It Mean to Downgrade COMINT?](#)

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(U) Introduction to [REDACTED], Customer Relationships Director

FROM: [REDACTED]
Deputy Director for Customer Relationships
Run Date: 08/01/2003

(U//FOUO) It's a great time to work in the Signals Intelligence Directorate (SID). First of all, it's an opportunity to improve and refine the new processes that have been put into place. Secondly, it's a time to feel a sense of pride for the successes you've achieved in providing tremendous support to our customers over the past couple of years, although I realize you may find it difficult to pause and savor success in light of the continuing high ops tempo. I'm very honored to have been asked to lead Customer Relationships Directorate (CRD), and I am looking forward to working with my colleagues to build upon these successes.

(U//FOUO) I've spent much of my career working directly for customers and with overseers -- in a Cryptologic Service Group (CSG), as an NSA representative, on the staff of a customer organization, in the Legislative Affairs Office, and recently with the DoD and IC requirements boards and acquisition oversight authorities. I've seen firsthand not only the value of building good relationships but also the importance of providing products and services to customers that meet their specific needs. NSA and SID have made a strong commitment to customer service by investing resources to better understand the intelligence needs of our customers; to improve synchronization of activities across SID and focus on hunting key information; and to use those customer vectors to drive our investment, business, and, often, policy decisions. While the new structures and processes within CRD to help SID accomplish these objectives are still very immature, we are getting better. More importantly, we are receiving positive feedback from customers on this business model. We will continue to develop, fine tune, and strengthen our efforts.

(U//FOUO) What's the role of leadership? Having a unified vision and communicating it clearly is first and foremost. Aligning goals and objectives, obtaining and allocating resources (corporately not competitively), empowering people to fully use their skills and talents, delegating responsibility, deciding how much risk is acceptable, anticipating issues and problems so as to avoid some of the speed bumps, and implementing good business processes are also essential. During the past nine months, I participated in the Foreign Service Institute Senior Seminar sponsored by the Department of State. I had the opportunity to meet and discuss issues with the most senior leaders in government, military, education, religion, and industry. As we met with each person and learned about their strategic goals and challenges, we also asked about their philosophy of leadership and how to achieve organizational success. Almost without exception, each one mentioned the importance of integrity to success, both personal and institutional. By institutional integrity, they meant transparency and openness, honesty, professional respect, follow through on commitments, and cooperation.

(U//FOUO) Each directorate has a unique role to play, but we are



SERIES:

**(U) Getting to Know the
SID Leadership Team**

1. [Coming Soon: Getting to Know the SID Leadership Team](#)
2. [Introducing Jim Allen, Incoming Deputy Director for Analysis and Production](#)
3. [Jack Israel, A&P's Senior Technical Leader](#)
4. [Introducing Carl Johnson as Assistant Deputy Director for Customer Relationships](#)
5. Introduction to [REDACTED] Customer Relationships Director

also mutually dependent upon one another. I have great respect for each member of the leadership team, and I look forward to working with them to lead SID in a direction that serves you, facilitates your work, and leads to our collective success.

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(U) Working as a Policy Analyst: One Person's Perspective

FROM: a Policy Analyst
Unknown
Run Date: 08/01/2003

(S) When you walk through the door of a SIGINT policy staff office, what kind of people do you expect to see? You won't find Dilbert! Instead, you'll find a microcosm of the SIGINT system. Picture a mix of civilian and military employees, people from a variety of SIGINT disciplines, a myriad of targets, individuals with field experience, folks with a knowledge of cryptanalysis, those with experience in military support, ELINT, etc.

(S) Imagine people with different personality traits and work styles (introverts, extroverts, visionaries, implementers, risk-takers etc.) Starting to sound pretty diverse, doesn't it? Well, this town is big enough for all of them. In fact, it needs to be--policy regulates all aspects of NSA/CSS operations and the SIGINT system is so big that one person can't possibly answer all the questions!

(C) What is a typical day like for a policy "wonk"? People in the workforce come to us for authoritative answers on a multitude of topics. Some are time-sensitive or "short-fused" in nature. Whether they are e-mailing from the 3rd floor or calling from the field, they usually have already exhausted all other avenues and the buck stops with us. In an ideal world, the "issue du jour" can be categorized and handled by the policy officer with the most expertise in that area. However, even if it is familiar terrain, new twists can present themselves. Usually we conduct detailed research, starting with preliminary searches to see if there are existing policies, directives, or precedents from the Director of Central Intelligence on down that may provide a solution. Why re-invent the wheel if a sound process is already in place?

(C) In this age of transformation, policy offices face increasing challenges: we are called upon to approve or get management approval for precedent-setting initiatives, some with a level of risk to them. We don't always have the benefit of consulting existing directives, since the speed of business often outpaces written policy. In the absence of a formal roadmap, we rely on a toolbox of business practices and methodologies to keep the SIGINT system honest. We often:

- brainstorm with coworkers to find possibilities or solutions that aren't already apparent
- outline risks and benefits
- consult all organizations that might be affected a policy decision (equity owners)
- learn who the decision-making authorities are on particular issues, and
- decide when to elevate an issue to the decision-maker

We have to make sure that NSA can account for and defend all policy decisions (in court, if necessary) and ensure that all processes can be repeated and extended across the Enterprise (no cottage industries).



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(C) Policy work is challenging, but it is one of the best professional development opportunities around. It gives exposure to NSA's authorities, allows one to touch many SIGINT missions on a daily basis, to work with the best and brightest SIGINT professionals throughout the agency and in the field, and to stretch one's critical thinking abilities beyond imaginable limits. Whether you go on to become a manager or a senior technician, policy experience will serve as your conscience as you make future mission decisions.

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(U//FOUO) ConSIDer This: What Does It Mean to Downgrade COMINT?

FROM: SIGINT Communications
Unknown
Run Date: 08/05/2003

(C//SI) Downgrading is often confused with sanitization:

- Sanitization is carried out in order to make COMINT information releasable outside of COMINT channels (e.g., making it straight SECRET).
- Downgrading, by contrast, does not involve taking material out of COMINT channels -- the information stays either within or outside of COMINT channels, and that aspect of it does not change. The only change is to the classification level. So, for example, changing text from TS//SI to S//SI would be a downgrade, as would changing TOP SECRET information to SECRET. In order to downgrade COMINT, a plausible cover (i.e., collection from a less sensitive source) must exist.

(U//FOUO) The downgrading of U.S. COMINT is performed only by:

- an [Original Classification Authority \(OCA\)](#) at NSA, in coordination with the Information Security Policy office (DC322), or
- personnel tasked specifically with the formal review and declassification of cryptologic materials. (These are typically contractors working to comply with E.O. 12958, and does not include anyone in the SIGINT Directorate below the level of OCA.)

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(U) Read All About Us! (repost)

FROM: SIGINT Communications
Unknown
Run Date: 08/08/2003

(U) The below article first appeared a few months ago in SIDtoday...

(U//FOUO) And now on a lighter note... As the weekend approaches, we thought we'd pass on some "little-known" facts about NSA, taken from actual foreign press items:

"In the direction of the Baltic Sea [as published] and several miles from Washington, D.C.,... ..in the United States, there is a military installation-like, unapproachable area called "Fort Meade," and they say that this area is not even indicated on maps and not many people are actually interested in it."

--Description of Source: P'yongyang Nodong Sinmun in Korean Daily newspaper of the Central Committee of the Workers Party of Korea 271342Z SEP 02

Interview with Tomislav Kresovic, political analyst for the Belgrade-based Bina Agency: "Our people idealize the role of the CIA to such an extent that they consider it to be the biggest and best secret service in the world. However, I believe that the US National Security Agency (NSA) is the most powerful espionage agency and that it rules the world at the moment, because it is capable of achieving total surveillance of our planet and implementing a strategy of total espionage."

--Description of Source: Belgrade Nedeljni Telegraf in Serbo-Croatian -- privately owned weekly tabloid with a large circulation; covers both official and opposition views. 101939Z JAN 02

"They did their work in silence, says the plaque dedicated to those who have fallen that greets the few who succeed in entering Crypto City, the city of secrets. It consists of 60 buildings surrounded by barbed wire and maple trees located between Washington and Baltimore. If, instead of being ignored by all the maps, it were a real city, it would be the second largest in Maryland. "Every day 38,000 employees, sworn not to reveal what they do even to their children, park their cars around the two black buildings that hide two bunkers that are proofed against any kind of interception. Inside work spies who have such abstruse titles as 'in charge of anonymity,' or who produce newsletters with a warning under the letterhead: 'Destroy after reading.' "

--Description of Source: Milan Panorama (Internet Version-WWW) in Italian -- right-of-center weekly news magazine. 291426Z MAY 01

(U//FOUO) ...we cannot guarantee, however, that all of the reports are 100% accurate! See you next week.

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(U//FOUO) ConSIDer This: The ABC's of Second Party Liaison

FROM: SIGINT Communications
Unknown
Run Date: 08/13/2003

(U//FOUO) The key NSA elements for Second Party liaison are SUSLOs (Special U.S. Liaison Offices) and the Foreign Affairs Directorate (FAD).

(U//FOUO) SUSLOs

(U//FOUO) SUSLOs are DIRNSA's senior representatives to the Second Party countries, and are responsible for the continued effectiveness of cryptologic collaboration between NSA and our partners. They are in direct daily contact with the host Second Party. There are three SUSLOs:

- [SUSLO London](#) (SUSLOL - they also have liaison officers at GCHQ in Cheltenham),
- [SUSLO Ottawa](#) (SUSLOO), and
- [SUSLO Canberra](#) (SUSLOC, who also handles dealings with New Zealand)

(U//FOUO) FAD's Country Desk Officers

(U//FOUO) FAD's Second Party Affairs Office (DP11), oversees the conduct of Second Party SIGINT exchanges and related matters. DP11 has five officers (based at Ft Meade) for overseeing the general orchestration of Second Party matters: three Country Desk Officers (CDOs) supporting the SUSLOs and two Assistant CDOs who manage visits to NSA from the Second Parties, integrate issues, as well as other administrative details of the partnerships.

(U//FOUO) Second Party Representatives Here at NSA

(FOUO) In addition, each Second Party maintains a senior liaison at NSA:

- Senior United Kingdom Liaison Office (SUKLO) represents GCHQ (using the UK Liaison Office at Ft Meade (UKLO MD));
- the Canadian Liaison Office (CANSLO) represents CSE;
- the Australian Liaison Office (AUSLO) represents DSD; and
- the New Zealand Liaison Office (NZLO) represents GCSB.

(S//SI) For further information, see [USSID 15, Annex A](#).

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(U//FOUO) Data Flow Manager: The Data Fairy?

FROM: [REDACTED] and
Unknown
Run Date: 08/20/2003

(U//FOUO) Data flow in, data flow out - somehow it reaches my desk. How does it get to my desk every day? Is there really a data fairy - the urban legend of the data flow career field? YES!!! What data flow managers do is oftentimes perceived as magic by creating order out of chaos and untangling the mysteries and complexities of delivering SIGINT to the customers. There are many data flow managers in SID. We reside in many areas, but CSRC (the Collection Strategies and Requirements Center) has the bulk of this critical career field. Our job entails so many aspects, its hard to mention them all, but these data flow managers perform miracles and feats of magic every day.

(C) The SID data flow manager (DFM) is someone who is well versed in many areas and is customer-oriented to ensure that the customer/analyst has collected, processed and selected data available for analysis and reporting, whatever kind of analysis is required, regardless of data type. When do you contact a DFM? What role does the DFM play in SIGINT delivery? The DFM is involved daily with:

- Ensuring that targeted/selected intercept is delivered to you, 24/7;
- Monitoring data flows to direct intercept appropriately;
- Establishing and testing new data paths, formats and processing capabilities;
- Discovering and resolving data corruption problems;
- Interfacing with Second and Third Party Partners to receive data for NSA analysts;
- Briefing end-to-end data flow capabilities/threads to various customers, internal and external;
- Troubleshooting reasons for data loss and/or data surge; and,
- Ensuring that legal requirements are satisfied regarding the processing and storage of traffic.

(U//FOUO) The daily jobs are diverse, as are the people in these positions, throughout the SID. Backgrounds of DFM's vary from computers, to cryptanalysis, collection, analysis, and telecommunications. Many skills are required to be successful - after all, not only does a DFM understand data, they comprehend all the processing that is required to ensure that the collected signal is successfully converted to data and intelligence. The DFM is involved in all aspects of data flow - assisting in the development aspects, current flow management and even archive retrievals. And of course documenting all actions for posterity as well as Mission Assurance!

(C) However, the most important job a SID Data Flow Manager has is interacting with our customers. We are here to ensure current mission data coming into our processors, flows in a timely manner without corruption. We are here to establish new or enhanced data



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flows within NSAW, Extended Enterprise, and Second or Third party assets. We are here to be part of the resolution to problems as well as prevent problems with new capabilities and deployments that may or may not have been coordinated with us and our downstream customers. We are everywhere.

(U//FOUO) Being a data flow manager is a hard, yet rewarding job. We are helping to ensure that processed SIGINT is available now and in the future. New technologies are daily challenges that are being tackled successfully by the SID data flow managers. We make a difference, not only for the current architecture, but also for near-term and future SIGINT architectures.

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(U) SID Around the World: Peak Conditions in Denver

FROM: [REDACTED]
Field Station Denver
Run Date: 09/02/2003

(U//FOUO) After spending nearly two decades at NSAW, I can truly say that having an assignment at Field Station Denver has been one of the most rewarding experiences of my career. The position I accepted was working in the Mission Operations Group (MOG) as a Mission Planner. On a daily basis I influence the scheduling, live execution, tasking and collection for a specific geographic area. It has required that I expand my professional horizons, and has given me the chance to regularly team with the operators and collection managers who conduct the live mission as well as interact with the SID organizations, the RSOCs and Intelligence Community customers.

(U) While I have been very satisfied with the job here in Denver, I have been at least as pleased with the living conditions in the area. Denver's wonderful climate is a big contributor. Denver gets over 300 days of sunshine a year, which is more than any other U.S. city except one. Thanks to the many days of sunshine and extremely low humidity, those living in Colorado love taking advantage of outdoor sporting activities. There are hundreds and hundreds of miles of bicycle trails and walking paths all over the metropolitan area. My family was pleasantly surprised to find a path only about 100 yards from our house, which actually connects with trails and paths that can take one to Denver International Airport, approximately 35 miles away. Some of these trails can also take one into the city as well as further into the suburbs. The best part is that these trails are accessible nearly year round. Having access to many state parks as well as national parks for hiking and mountain climbing is another benefit to being in this area.

(U) It would be an injustice to talk about a tour in Denver without mentioning the mountains and opportunities to enjoy the winter activities. One can drive to many of the ski resorts within one or two hours or take the weekend ski train from downtown Denver. The resorts provide many opportunities to ski, snowboard, snowshoe, tube, ice skate and more. In fact for parents with children in elementary school, field trips to take skiing or snowboarding lessons are regularly offered when classes are not in session. (Year-round schools are very popular here.) Finally I should point out that Denver really does not get the snowfall that many believe. Even though it frequently snows, it usually melts within a day. The biggest snows come to the mountains, and Denver is on the western edge of the Great Plains. The mammoth snowfall (3-4 ft) we saw in 2003 was highly unusual and was apparently the biggest since about 1913.

(U) The year round schools in the Denver area that I mentioned earlier are actually only for elementary school students. There are at least two excellent possibilities in the area, the Cherry Creek Public Schools and Douglas County Public Schools. In addition to traditional schools, both districts also offer options in charter



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schools, which often have a particular specialty. In addition to good schools, finding that Denver had a higher locality pay than the Baltimore-Washington area was a pleasant surprise. While housing costs are higher in the Denver area than in Maryland, we were pleased with the neighborhoods, communities, and selection of housing available within a reasonable distance of the site at Buckley Air Force Base.

(U) Well, it should be obvious by now that I can go on and on about my experiences here. However I must come to a close. In sum I will say, take a chance and try it out. A field tour may be more than what you expected. The Denver field experience for my family and me has truly exceeded our expectations.

(U//FOUO) *If you are thinking of applying for a field position, see the [Extended Enterprise Vacancy Announcements](#).*

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(U) Mathematician: An Insider's View

FROM: [REDACTED]
Diagnosis and Exploitation Support (S31153)
Run Date: 09/04/2003

(U//FOUO) What comes to mind when someone tells you he is a mathematician? ... Word problems? High school teacher? Graphing calculators? Pocket protectors? White boards filled with mile long equations? Slide rules, even? While those thoughts may be appropriate when characterizing some mathematicians, here in SID there is another dimension to the picture.

(U//FOUO) To really clear up that mental picture, you have to know that the words mathematician, cryptanalyst, and cryptomathematician are used synonymously in the field of Diagnosis. I'm a mathematician and that is my field.

(C//SI) Diagnosis is the study of cipher, enciphering key, or cryptovariables (initial key settings) in an attempt to determine the cryptographic algorithms from which they were generated. I work on the Transnational (Target) Integrated Diagnosis Focus Team. The team is made up of twelve mathematicians/cryptanalysts. Our task is to perform diagnosis on indigenous cryptographic systems and simultaneously improve the health of cryptanalytic diagnosis.

(C//SI) During the course of a normal day I run cryptanalytic routines on UNIX desktop workstations, supercomputers, and special-purpose devices using available software tools. The routines employ standard cryptanalytic tests which search for patterns and non-random properties in data. If I devise a test for which no available tools exist, then I will write software to perform the test. If I detect a significant statistical property in data, I will immediately seek, expect, and receive help from team members.

(U//FOUO) The team collaborates on diagnosis problems. It is important for me to document my test results - failures as well as successes - in our internal project news groups. It is also important for me to read the postings made by others on our news groups. The team discusses recent developments, data models, ideas, and future direction during our daily (!) team meetings.

(C//SI) On one hand, cryptanalysis can be frustrating. It is not a "do-it-yourself" endeavor. Cryptanalysts realize that the importance of achieving a successful diagnosis far exceeds the associated personal achievement. On the other hand, diagnosing a cryptographic system can prove to be a very rewarding experience. Achieving success is neither instantaneous nor deterministic. A successful diagnosis may evolve over the course of months or perhaps years. The diagnostic process may be undertaken by new cryptanalysts and it may be revisited. Sometimes taking a short step away from a problem leads to the best step forward that a mathematician will take.



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(U//FOUO) SID Around the World: The Rheinland

FROM: [REDACTED]
Unknown
Run Date: 09/16/2003

(S//SI) Having served on one field tour at NCEUR, Stuttgart, Germany, in the mid-1990s, I was once again fortunate to get an offer for another field assignment in Germany just two years later, at NSA's European Technical Center (ETC) in Wiesbaden. The position at ETC was as a Foreign Relations Staff Officer, responsible for coordinating technical support to NSA's Third Party partners in Europe and the Middle East. My wife served as NSA's liaison to the Army's 66th Military Intelligence Group in Darmstadt. We lived between Wiesbaden and Darmstadt, due south of Frankfurt, and our school-age children went to the DoDDs school in Darmstadt.

(S//SI) For a career Intelligence and Language Analyst, the most interesting and rewarding aspects of working at ETC were exposure to the engineering work that NSA does and to the superb group of people who carry it out. It was a pleasure, indeed, even an inspiration, to deal with the technical personnel who put SIGINT and related systems in place, to witness their expertise, and to gain greater awareness of technical support, maintenance, and logistics problems. The engineering and logistics friends I made in Wiesbaden are ones I would likely not have met in my regular career field back home, and I learned a lot from them. Supporting NSA's foreign partnerships and sometimes dealing directly with foreign partners was a particularly interesting experience as well.

(U) Outside of work, the most rewarding aspect of living in the Rheinland area of Germany is the opportunity to travel across Germany and much of Europe. France, the Benelux countries, and Switzerland are all within a few hours' drive, for a weekend or, for border destinations such as Strasbourg, even a day trip. For longer drives, Paris and Berlin are within six hours drive, the Alps are 3-7 hours away, depending on which mountain is being sought, and other destinations - in southern France, the Czech Republic, Austria, Hungary, Slovenia, Croatia, and Italy - are within reasonable long-distance reach for an extended vacation. Living near Frankfurt also puts one very close to rail and air connections to anywhere in Europe, including low-cost air travel to many European destinations. It was a thrill to be able to visit sites of historical and cultural significance during our tour, and living in Germany has marked our children with a considerable appreciation for European history and culture.

(U) The middle Rhein area between Mainz/Wiesbaden and Koblenz is quite scenic and offers many opportunities to sample aspects of German life, especially gastronomic pleasures, closer to home. You don't have to go far to find a really good white wine, for some very good Rieslings may well be just down the street. Wiesbaden is located within the Rheingau wine area; the Rheinhessen is just across the Rhein, and the Rheinpfalz (Rheinland Palatinate) and Mosel-Saar-Ruwer regions, as well as the French province of Alsace, are close by. Even lesser-known wine regions, like Franconia, are within reach.



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(U) As for cuisine, eating in Germany can be a real pleasure for all but the most conservative tastes. I have not had a bad German meal yet. Local specialties abound; in the Rhein/Main plain closer to Darmstadt, the Germans grow the sweet, white asparagus ("Spargel") that is harvested in May and enjoyed throughout Germany. The strawberry season follows immediately thereafter.

(U//FOUO) It might belabor the obvious that I enjoyed living in Germany to no end. Working and living in the field is a great experience, and working at ETC and living in Germany was no exception. I'd do it again.

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(U) NSA Linguists 'Panning for Gold'

FROM: [REDACTED]
Spanish Linguist
Run Date: 09/24/2003

(TS//SI) To really appreciate what a linguist does on a daily basis, consider these scenarios:

- a translation says that "A *bomb* is about to explode and lives may be at stake!"; or
- we see the first-ever reflection of a previously unknown militia; or
- a location appearing in traffic isn't on a map.

In all of these situations, linguistic skills were key to identifying what was really going on.

(TS//SI) The "bomb" turned out to be a water "pump"; the "newly discovered militia" that caused such a stir had been disbanded decades before, after achieving its country's independence; and the "unknown location" was a curse word and not a place-name.

(S//SI) As the previous examples demonstrate, it is critical that intercept undergo expert language analysis prior to being reported. Several steps are part of this process, each suited to linguists of certain skill levels. Initially, incoming intercept is "scanned" by linguists searching for reportable or for database information on new or existing targets. When information of interest is detected, reporters are alerted immediately and the full text, a gist, or a translation of the item in question may be generated.

(C) Next, the text's accuracy is checked by a senior linguist with keen knowledge of the target's language and slang, of its culture, and of any events affecting the situation. Only after this "quality control" process is done is the "polished" intercept passed on to the reporters. They then run it through a similar process of writing, checking and verification, not only with senior reporters, but also with the linguists who worked with the original items. With skilled and dedicated linguists present, such seemingly toilsome process can be completed within a relatively short time, if necessary.

(C) On a typical day, an NSA linguist will "scan" anywhere from dozens to hundreds of items of intercept searching for information to pass on. Most of the time the intercept is unproductive; nevertheless linguists keep "panning for gold" until they find it in the form of actionable intelligence information. Then the true value of a linguist becomes evident. To paraphrase one of our colleagues who began his [article in this series](#) by stating that "Life as we know it will end if...", well, life as we know it will not end without linguists at NSA, but timely and accurate reporting most definitely will.



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(U) Plenty of Action on the Action Team

FROM: [REDACTED]
SID Action Team
Run Date: 09/29/2003

(U//FOUO) As a member of the SID Action team you have been asked to do which of the following:

1. Analyze MG Quirk's engagement strategy for stakeholders and partners - and, if appropriate, tell him what you think won't work.
2. Assist SID senior leadership in institutionalizing SIGINT business processes
3. Prepare a speech for the SID Deputy Director to present to a U.S. Ambassadors' Seminar.
4. Take notes at an offsite.
5. Transport MG Quirk's white board in your truck to the offsite.
6. Represent SID at a prep session with General Hayden.
7. All of the above

(U//FOUO) Obviously the answer is 7 - all of the above - plus a whole lot more. The depth and breadth of activities for members of the SIGINT Action Team are as varied as the backgrounds and skill levels of the members of the team.

(U//FOUO) The perception of most outsiders, upon finding out that you work on the Action Team, is one of "oh wow you must be really busy", or "ugh," or more often than not, "what's that?" However, those who have been on the team know that the experience can be invigorating and the environment one of the best for learning. It's not all rosy - there are periods where it is thankless, tiring, late days, frustrating - but it's never boring.

(U//FOUO) On a daily basis, the members of the team (generally consisting of 6-7 people) provide a variety of services to MG Quirk, Charlie Meals, the Chief of Staff, and the SID Deputy Directors (i.e., bubbles). Members of the team are intimately involved with SID leadership activities that lead the way for change for SID - applying strategic thinking, vision, creativity and innovation to a multitude of tasks. The lower end of the experience is the mundane - such as running to the repro machine to make copies of a briefing at 6:00 PM on a Friday night before a long holiday weekend. The higher end is having the respect and gratitude of SID senior leadership - not just for the tasks completed, but also for the experience and analytic value we bring to the table.

(U//FOUO) Although the team often operates in a QRC mode, there is a semblance of order. Each day brings change, but it's generally manageable. The key to survival is real teamwork, flexibility, and the ability to handle the mundane to the intricate all at the same time. (Having a truck could also prove useful. Having a sense of humor is absolutely essential.)

(U//FOUO) The Team is housed in a nondescript little room at the foot of the escalators in OPS1 - save for the little sign on the door,



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most people don't even know there is a room there. But behind that door, is a team of driven individuals - who sometimes drive each other nuts - but who all share a goal of making life better for SID management and SID as a whole.

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(U) Spanning The Globe...Misawa to Menwith Hill: Part 1

FROM: [REDACTED]
Software Development Team Menwith Hill Station
Run Date: 10/22/2003

(U) Note from SIGINT Communications: This is the first of a two-part article.

(U//FOUO) It took only one PCS and my husband announced that he was officially a "field rat." This proclamation is even more amazing given that our first PCS was to Misawa, Japan. We completed four fabulous years in Misawa in May 2003 (yes, I said "fabulous" and "Misawa" in the same sentence) and are now stationed at Menwith Hill, in England. Misawa and Menwith Hill are no doubt unique, but each has its advantages.

(U) Professional

(U//FOUO) By comparison, Misawa is a small site (fewer than 25 NSA civilians) while Menwith is a large site (several hundred NSA civilians). Misawa offers the opportunity to take on added responsibility well beyond grade expectations and to effect change throughout the site. The advantage of a large site is the diversity of the opportunities available, and Menwith is not lacking in its breadth or depth of opportunities. As a computer scientist, there are opportunities to develop operational or administrative software solutions, tackle challenging problems in the emerging development environment, work as a system engineer or project manager, or lead teams of military, civilians and contractors doing technology related jobs.

(U) Travel

(U) When it comes to travel (one of our passions), both locations offer limitless possibilities that are as diverse as the professional environments. Misawa and Menwith are both considered "remote", Misawa being 450 miles from Tokyo and Menwith being 200 miles from London, yet both locations are connected to their respective capital by rail, air, and highway. The difference is in the cost and availability of each.

(U) We found travel around Asia from Misawa to be expensive (the cost of getting to and from Tokyo adds \$300 per person to any trip). Still, we vacationed in Guam, Alaska, Australia, Thailand, Singapore, Malaysia and Hawaii (5 times and 4 islands)! Within Japan, we visited Tokyo (too many times to count), Hiroshima/Miyajima (2 times), Sapporo (2 times), Kyoto/Osaka/Nara (I wish more than once), Hakodate City, Oga, and Sendai/Matsushima. This does not include our frequent day trips to sites and locations within a couple hours drive of Misawa. We truly enjoyed the unique and exotic activities (snowshoeing), sites (Big Buddha), sounds (flutes, cymbals and drums at the Nebuta Festival), and smells (drying squid and seaweed).

(U) In our first 6 months in England, we have gotten off to a relatively slow start as we have just driven to Edinburgh, northern



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(U) SID Around the World '03

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2. [SID Around the World: Living High in the Balkans](#)
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Wales and the Lake District for weekenders. Fear not, we are planning trips to London, Paris/Normandy and Rome before the end of this year. So far we have found that travel in Europe is significantly cheaper than in Asia as a result of the explosion of low-cost airlines in Europe. The local travel around England, Scotland and Wales is also a bargain when compared to Japan. The challenge here is deciding where to go!

(U//FOUO) If you are thinking of applying for a field position, see the [Extended Enterprise Vacancy Announcements](#). Also, see the NSA Daily [article on Field Recruiting Events](#).

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(U) Spanning The Globe...Misawa to Menwith Hill: Part 2

FROM: [REDACTED]
Software Development Team Menwith Hill Station
Run Date: 10/23/2003

(U) Note from SIGINT Communications: This is the conclusion of a two-part article.

(U) Language Struggles

(U) Some folks are intimidated by the language differences when moving to Japan, but I found that I could communicate effectively using "international charades". Plastic food on display and menus with pictures were also helpful. Most road signs display English and Japanese and larger train stations have a tourist information kiosk with English maps and brochures. The key to success is to not be intimidated. We spoke only enough Japanese to be polite (please, thank you, excuse me) and to say "I don't understand" and we travelled the country, used the train system, and stayed at Japanese hotels.

(U) Speaking "English" is quite a different beast. At least in Japan I knew I didn't speak the language, but I thought I spoke the same language as they do in England. I have discovered that I speak "American" and not "English" and definitely not "Scottish"!

(U) Daily Life

(U) On-base life in Misawa is similar to living in a small town in the US. There is a hospital, 3 schools, a movie theater, 2 gyms, a mall (of sorts), a large commissary, and tons of housing, just to hit the high points. Misawa AB is HUGE compared to RAF Menwith Hill. While the goods, services and infrastructure may exist, they are very limited at Menwith. The flip side is that in England, you can usually get comparable goods and services on the economy (and you can read the packaging). If you get desperate and need that Taco Bell or Cinnabon fix, RAF Lakenheath is less than a 4 hour drive south and it is a large base.

(U) Off-base, our favorite ramen shop (next to Viking's) has been replaced by our local pub (The Flying Dutchman in Summerbridge), tempura has been replaced by fish and chips, and Sapporo Beer by Theakstons Old Peculiar. Georgia coffees hot from the vending machine will never be replaced, but tea at Betty's is a pleasant substitute. 100 Yen stores have been replaced by the January Sale at Harrods, and Tokyo never had a chance against London. We do wish there was a way to package and export the relaxing and warming effects of the onsen (Japanese communal hot bath).

(U) When we agreed to PCS to Misawa, we both envisioned we would do our 3 years and move on to better assignments. We did not think that we would stay an extra year and we never thought we would miss anything from Japan. We were wrong. As I type this, I'm sipping on a Georgia coffee shipped by a friend from Japan. It's just one of the many things we miss (and an addiction I



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simply refuse to break). Fortunately, England has been able to provide many acceptable substitutes and several things that I know we will miss when we PCS (Cadbury!).

(U) We had a super experience in Misawa professionally and personally and we both look back fondly on those 4 years. The jury is still out on our Menwith Hill experience, but if the first 5 months are any indication, it will rival if not surpass our Misawa adventure.

(U//FOUO) *If you are thinking of applying for a field position, see the [Extended Enterprise Vacancy Announcements](#). Also, see the NSA Daily [article on Field Recruiting Events](#).*

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(U) Sitting in the SOO's Chair

FROM: [REDACTED]
NSOC Senior Operations Officer
Run Date: 11/07/2003

(S//SI) Where might the Director Central Intelligence, George Tenet, call to get the latest information on happenings in the world? NSOC, of course. Who answers the phone in NSOC? I do. I am a Senior Operations Officer or SOO. The SOO is the Director NSA's time-sensitive representative. Because the Director can't be on the ops floor, the SOO acts on his behalf determining the priority of actions and making critical time-sensitive decisions. As exciting and responsibility-laden as this position is, I can honestly say the best part of this job is the chance to know so much of what is going on at NSA and the extended enterprise - because being a SOO is not a SID job, it is an Agency job.

(U//FOUO) During the 10 months that I have served in this capacity, there have been several tense moments when the lives of American citizens as well as warfighters were in danger. Decisions made by the SOO impact the outcome of those situations. So, strong decision-making capabilities and the ability to communicate effectively are musts.

(S//SI) As routine as it is, "pass down", at the beginning of each shift, is critical to the continuity of operations. If one hasn't properly prepared one's "relief" there could be serious time lapses while the on-duty SOO figures out what is happening and why, impacting the timeliness of the decision making process. Other critical activities include:

- Each morning, collect information for the State of the Enterprise (i.e. anything affecting the use of resources, people, ongoing ops in any directorate), which is delivered to DIRNSA
- Write scripts for the SOO's portion of 15 Minutes
- Prepare notes for Dr. Cambone, USD (I)
- Fridays meet with A&P; to alert SOO's to situations that might flare up over the weekend.
- On any day be prepared for CRITICs, NOIWONs, or JCS exercises.**
- Direct non-time sensitive actions to appropriate staff organizations.
- Wednesday listen in on the Campaign update
- Twice weekly standup with DIR, DDIR, SID and IAD Leadership and Associate Directorate Leadership, the chance to share with the entire Agency.
- Deal with zillions of phone calls ranging from crank to critical.
- "Entertain" visitors such as Fox News' Tony Snow.

(U//FOUO) There are many advantages to this position. The primary one is that when your 8-hour shift is up you can go home, comfortable and assured that someone else has taken the "con" and is doing the job as well or better than you. There is no need to hang around for an extra 2 or 3 hours to make sure something gets taken to closure. The second advantage that comes to mind is the camaraderie. A bond like no other develops between co-



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workers on shift work and besides, we have the best pig-ins! Also being exposed to NSA's successes every day inspires an even greater sense of pride and accomplishment. It is truly a unique and awe-inspiring circumstance.

(U//FOUO) Check out [the NSOC webpage](#) for further information.

**CRITICs are messages designed for the rapid dissemination of critical information.

- NOIWON=National Operations and Intelligence Watch Officers Network
- JCS=Joint Chiefs of Staff

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(U//FOUO) You Can't Keep the NSC Waiting!.. A Day in the Life of a GRSOC Analyst

FROM: [REDACTED]
Deputy Chief, GRSOC Digital Network Intelligence Center
Run Date: 12/15/2003

(TS//SI) "The National Security Council is interested in a Qeshm Air flight from Iran to Syria tonight that is probably carrying a load of weapons for the Hezbollah. You need to cover the flight and report everything you get. CIA is standing by to pass your reports to Ms. Rice." The [NSOC](#) Senior Operations Officer was clear and to the point. He wasn't concerned that my duty day had ended and I was on my way home. As the senior analyst in [GRSOC's](#) Iranian Military Division, J3O3, it was my responsibility to make sure the NSC got what they wanted.

(S//SI) I immediately grabbed the team chief working the Iranian Air Force mission, who had the misfortune of working a little late, and we started developing our game plan to cover the flight. Since the GRSOC collection manager was gone for the day, we placed a conference call to the Overhead Collection Management Center and discussed our collection needs. We had to cover all possible frequencies, routes, and SIGINT tipping and reporting procedures for the flight, as well as coordinate with the Syrian shop within GRSOC as they would cover the plane once it entered Syrian air space. Our shift linguists and analysts were gone for the day so the team chief would cover the collection and language work. I would man the shift reporting position and issue KLI EGLIGHTS (a time-sensitive reporting vehicle) on the flight, tip NSOC and the Syrian shop, write the end-product reports and send email information directly to senior officials at CIA to pass on to the NSC. The pressure was immense but I loved every minute of it. (Yes, we covered the flight and gave the NSC exactly the information they needed!)

(S//SI) Every day wasn't quite that intense, but each day did present unique challenges. Since US military commanders and administration officials were never quite sure how Iran, the third member of the "Axis of Evil," would react to the US Global War on Terrorism it was my responsibility to make sure any anticipated or actual reaction to US forces was reportedly as quickly and accurately as possible. In order to do this, I had to provide technical and end-product reporting guidance to a team of military and civilian analysts working at least two shifts - days and swings. On the surface this seemed quite easy, but the fact that 75 percent of our analysts were first term military members straight out of technical training made it more challenging. Guidance had to be comprehensive enough to cover all required items but simple enough for a junior analyst to understand in the middle of the night during some high-interest activity. I would then have to review their reporting and provide feedback that would correct any problems yet not discourage their efforts.

(S//SI) I would also edit reports prior to release and often had to assist the various teams by producing reports on a variety of topics from an Iranian Air Force assessment of US airborne SIGINT operations to the status of air defense weapons guarding the



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nuclear facility under construction in the port city of Bushehr.

(S//SI) Working as an analyst at GRSOC gives you the opportunity to fully experience the SIGINT process - GET IT, KNOW IT, USE IT. There aren't many places outside of NSOC that have given me such a personal and professional sense of accomplishment. If you're looking for a challenge, I couldn't recommend a location better than this one!

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(U) ConSIDer This: Military Rank Abbreviations

FROM: SIGINT Communications
 Unknown
 Run Date: 12/17/2003

(U) Civilians: do you know how to abbreviate U.S. military ranks? Each military service uses its own abbreviation scheme. For example, the Army, Air Force and Marine Corps all use the rank of lieutenant colonel, but they abbreviate this rank as LTC, Lt Col (with a blank space), and LtCol (without a space), respectively. As you can see in the tables below, the Army and Navy use upper case in its abbreviations, while the Air Force and Marine Corps generally use a combination of upper and lower case. Note also that certain ranks are used by only one military branch; this is especially true in the case of the Navy:

PAY GRADE	ARMY	AIR FORCE	NAVY	MARINE CORPS
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Enlisted:

E-1	PV1	AB	SR	Pvt
E-2	PV2	Amn	SA	PFC
E-3	PFC	A1C	SN	LCpl
E-4	CPL/SPC	SrA	P03	Cpl
E-5	SGT	SSgt	P02	Sgt
E-6	SSG	TSgt	P01	SSgt
E-7	SFC	MSgt	CPO	GySgt
E-8	MSG/1SG	SMSgt	SCPO	MSgt/1stSgt
E-9	CSM/SGM	CMSgt	MCPO	SgtMaj/MGySgt

Warrant Officers:

W-1	WO1	none	(not used)	WO1
W-2	CW2	none	CWO2	CWO2
W-3	CW3	none	CWO3	CWO3
W-4	CW4	none	CWO4	CWO4
W-5	CW5	none	CWO5	CWO5

Officers:

O-1	2LT	2nd Lt	ENS	2ndLt
O-2	1LT	1st Lt	LTJG	1stLt
O-3	CPT	Capt	LT	Capt
O-4	MAJ	Maj	LCDR	Maj
O-5	LTC	Lt Col	CDR	LtCol
O-6	COL	Col	CAPT	Col
O-7	BG	Brig Gen	RADM(L)	BGen
O-8	MG	Maj Gen	RADM(U)	MajGen
O-9	LTG	Lt Gen	VADM	LtGen
O-10	GEN	Gen	ADM	Gen

(U) The Coast Guard ranks are the same as those of the Navy.

(U) If you'd like to see these listed in a different format (or to see what the abbreviations break out to!), see [this web page](#). The insignia associated with each rank are on this [web page](#).

(U) Note: The rank of CWO5 in the Navy is new. Promotions to this rank are to take effect for the first time during the FY04 selection board cycle.

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(U//FOUO) SID Around the World: A TDY to Guantanamo Bay

FROM: [REDACTED]
Customer Account Management (S112)
Run Date: 12/22/2003

(S//REL) An early start can have you climbing John Paul Jones Hill to the Joint Task Force (JTF) [SCIF](#) while taking in a beautiful sunrise over the Caribbean Sea with Camp Delta looming austere below on the southern coastline. After a hustled day of tackling a myriad of issues and directly contributing to the global war on terrorism, one might be inclined to drive out to Phillips Park and enjoy a gorgeous sunset over Leeward Landing; however, the day would not be complete without the frequent iguana encounter. Few work environments offer such an opportunity - a rewarding challenge with incredible surroundings.

(S//REL) The mission of JTF-GTMO is to conduct detention and interrogation operations to collect and exploit intelligence in support of the global war on terrorism (GWOT), to screen detainees, and to support law enforcement and war crimes investigations. The NSA Liaison Officer (NSA LNO) works in the Joint Interrogation Group (JIG), a major element of JTF-GTMO. The interrogation focus at Guantanamo is strategic; tactical questioning is accomplished in-theater to see what they know, categorize them accordingly, and determine what requirements they can satisfy.

(S) The work can be extremely interesting, challenging and very fulfilling. On a given week, the NSA LNO might pull together intelligence to support an upcoming interrogation, formulate questions and strategies for the interrogation, and observe or participate in the interrogation. Afterward, the LNO captures and disseminates pertinent technical information gleaned from the interrogation back to NSA TOPIs for SIGINT development.

(U//FOUO) Outside work, fun awaits and opportunities abound. Water sports are outstanding: boating, paddling, fishing, water skiing and boarding, sailing, swimming, snorkeling, and SCUBA. No experience, no problem. Learn how to operate a boat in a weekend, become a certified open water scuba diver within weeks. If you've already mastered these skills, or once you do, the MWR marina rents boats from pontoon party boats to Carolina skiffs to ski boats to kayaks...and recently they've added sailboat rentals, too. The local dive shop has all the gear and tips to ensure a perfect outing. Surround all this water fun with a Tiki Bar and a Jerk House as well as the Bayview Restaurant ... relaxing is easy.

(U//FOUO) Water sports not your cup of tea? There are many other activities to round your day off. The library has two dozen internet terminals and over 1000 videos. Or take in a movie at the outdoor theatre featuring a weekly variety of the latest releases. Other activities include: pottery, hiking, nature walks, biking, paintball, martial arts, tennis, racquetball, basketball, softball, and bowling. There are also several swimming pools and gyms. Or, just relax and take in the warmth of the sun.

(U//FOUO) If you would be interested in a TDY opportunity at



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Guantanamo Bay, please contact [REDACTED] Chief of Staff,
S2A, ddupuy, [REDACTED] for more information.

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(U) Read All About Us! (repost)

FROM: SIGINT Communications

Run Date: 12/24/2003

(U) Note from SIGINT Communications: This article appeared on April 4th.

(U//FOUO) And now on a lighter note... We thought we'd pass on some "little-known" facts about NSA, taken from actual foreign press items:

"In the direction of the Baltic Sea [as published] and several miles from Washington, D.C.,.....in the United States, there is a military installation-like, unapproachable area called "Fort Meade," and they say that this area is not even indicated on maps and not many people are actually interested in it."

--Description of Source: P'yongyang Nodong Sinmun in Korean Daily newspaper of the Central Committee of the Workers Party of Korea 271342Z SEP 02

Interview with Tomislav Kresovic, political analyst for the Belgrade-based Bina Agency: "Our people idealize the role of the CIA to such an extent that they consider it to be the biggest and best secret service in the world. However, I believe that the US National Security Agency (NSA) is the most powerful espionage agency and that it rules the world at the moment, because it is capable of achieving total surveillance of our planet and implementing a strategy of total espionage."

--Description of Source: Belgrade Nedeljni Telegraf in Serbo-Croatian -- privately owned weekly tabloid with a large circulation; covers both official and opposition views. 101939Z JAN 02

"They did their work in silence, says the plaque dedicated to those who have fallen that greets the few who succeed in entering Crypto City, the city of secrets. It consists of 60 buildings surrounded by barbed wire and maple trees located between Washington and Baltimore. If, instead of being ignored by all the maps, it were a real city, it would be the second largest in Maryland. "Every day 38,000 employees, sworn not to reveal what they do even to their children, park their cars around the two black buildings that hide two bunkers that are proofed against any kind of interception. Inside work spies who have such abstruse titles as 'in charge of anonymity,' or who produce newsletters with a warning under the letterhead: 'Destroy after reading.' "

--Description of Source: Milan Panorama (Internet Version-WWW) in Italian -- right-of-center weekly news magazine. 291426Z MAY 01

(U//FOUO) ...we cannot guarantee, however, that all of the reports are 100% accurate!

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(U) The Analyst Cockpit

FROM: [REDACTED]
Deputy Director for Analysis and Production
Run Date: 03/31/2003

(S//SI) You're an analyst. Every day you open up separate tools: email, the calendar, Anchory, AMHS, and the SIRO Press Review. But what if you had one place you could go for all of it? What if you could have a unified query of traffic, references, and open source information? Soon you will, with the Analyst Cockpit.

(U//FOUO) What does the Analyst Cockpit look like, and how does it work? The Analyst Cockpit screen is cleanly laid out. At the top are a few basic hyperlinks and a "Quick Lookup" search engine. Below are the "portlets," or sections, with your profiled retrievals organized by categories. There's also an event history (similar to that used by amazon.com), in case you need to get back to something you've already looked at.

(S//SI) Tools (dictionaries, Anchory, SIRO Press Review, etc.) get hooked up to the cockpit. Getting to the tools is easy; there's only one sign-on. When you log in, the system will first authenticate you. Then the information YOU need will appear before you. What comes up on your screen will be tailored, using portal technology, so that you won't have to do the extraction. You simply customize your profile, and it does the rest. For example, as it is now, you might call up the SIRO Press Review to see if there's any news on your target country. You then have to scan the whole document to see if your country shows up. With the Analyst Cockpit, you'll only see the section on your target. In addition, news on your target country will appear together in one portlet from a variety of sources: the SIRO Press Review, Video News Service, Global SIGINT Highlights, etc. Having these results all together will provide a more mission-driven cockpit.

(TS//SI) Some other features of the Analyst Cockpit include:

- Click and Send: This will provide "hooks" between two tools. For example, you can look up a phone number, then update a database or task the number.
- A Shopping Cart: You can save items to work on later. Customization/Personalization: Customization is what you'll see based on your work role.
- Personalization is your tailored view of how you want to see everything.
- Freeform Work Area: This is a workspace where analysts can gather, analyze, and share information.

(S//SI) This April, 28 users will begin testing the new Analyst Cockpit prototype. In September, there will be 150 analysts testing it. This is a prototype, but it will form the basis for the real version that you'll be able to use in the fall of 2004. If you'd like to see a demonstration, you may register for any of the "Open Sessions" in April at: [REDACTED].

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(U) Welcome to SIDtoday

FROM: the Sigint Communications Team
Unknown
Run Dates: 03/31/2003 , 04/01/2003

(U//FOUO) So what is this new SID Today page all about? The idea is to bring together communications from across the SIGINT Directorate in a single webpage. This should provide a good picture of what's going on in SID, and enable easy access. Let's go on a quick tour

(U//FOUO) First, at the top of the page are your links to the SID Homepage and NSA Daily. Next, you will notice a big article on the left side of the page. This is the lead message, which will change daily. It may consist of notes from management {the format of the former Messages of the Day} or just general information of interest. To the right of this, there is space for one or two other articles {such as this one}, allowing the flexibility to present a variety of information.

(U//FOUO) Links to Latest News items, such as SID-all messages, can be found on the far right side of the page in the black box. Elsewhere on the page are links to:

- SID Notes/Reports
- Calendars
- Workforce Outreach programs {such as Mo's Mailbag and What's on Your Mind} and
- information on the Iraq Campaign and Campaign Against Terrorism.

You will also see links to SID Today archives and our feedback page.

(U//FOUO) We owe many, many thanks to the folks in Multimedia Solutions for putting this together for us! Please take some time to explore the new page and use the feedback button to let us know of any suggestions you may have-- we'll continue to grow over the coming weeks and months. Tell us what you'd like to see here. If you have an article you'd like to run, send it to S02C_all and we'll take it from there.

The SIGINT Communications Team

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(U//FOUO) Deployed SIGINT Analysts--An Urgent Need

FROM: MG Richard J. Quirk, USA
Signals Intelligence Deputy Director
Run Date: 04/01/2003

(S//SI) In my last message to you, I noted that SIGINT is wired into our military operations as never before. A key role in this effort is played by SID analysts who have deployed to the field, providing direct support to our customers--and we need your help in ensuring that this vital support continues.

(S//SI) Our deployed analysts are working closely with military intelligence staff: passing them SIGINT, providing analysis, and fusing data. Their work has a direct and crucial impact on our military operations, potentially saving lives. NSA and our customers owe a debt of gratitude to these analysts who have made personal sacrifices to contribute to the war effort. They have done outstanding work!

(S//SI) There is an urgent need, however, for additional analysts to fill these positions. I urge both military and civilian SIGINT analysts to consider volunteering for 90-120 day NIST (National Intelligence Support Team) deployments--your contribution could be key to our success. For information on applying for one of these positions, please go to the following URL:

[REDACTED URL]

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(U) Practical Jokes and April Fools

FROM: the Sigint Communications Team
Unknown
Run Date: 04/01/2003

(U) An enemy decoy, built in occupied Holland, led to a tale that has been told and retold ever since by Allied pilots. The German "airfield," constructed with meticulous care, was made almost entirely of wood. There were wooden hangars, oil tanks, gun emplacements, trucks, and aircraft. The Germans took so long in building their wooden decoy that Allied photo experts had more than enough time to observe and report it. The day finally came when the decoy was finished, down to the last wooden plank. And early the following morning, a lone RAF plane crossed the Channel, came in low, circled the field once, and dropped a large wooden bomb.

(U) On the subject of practical jokes-- where did April Fools come from? As far as anybody can tell, the history of April Fools' Day is somewhat obscure. The most popular theory seems to be that the tradition dates back to 1582 in France, the first country to switch from the Julian to the Gregorian Calendar, which moved New Year's Day to 1 January. Prior to 1582, the new year was an 8-day celebration that culminated on 1 April. Because communications in 1582 were not what they are now, some people didn't get word of the change. Others simply resisted the change and continued to celebrate the new year on 1 April. These people were labeled "fools" and were subject to ridicule and other practical jokes, such as being sent on "fool's errands." Over time, this practice evolved into the current tradition of harmless pranks.

(U) Regardless of its origins, April Fools' Day has spawned numerous classic hoaxes, many now celebrated on the Internet--where the "Top Ten" list has evolved to the "Top 100." Mentioned in almost every source that discusses the holiday and appearing at the number one spot on the Top Ten list is the Swiss Spaghetti Harvest. In 1957 a respected British documentary program ran a story on 1 April announcing a bumper Swiss spaghetti crop, complete with footage of Swiss farmers pulling strands of spaghetti down from trees. Huge numbers of viewers called in wanting to know how they could grow their own spaghetti trees.

(U) Occupying the number 10 slot and billed as the oldest April Fools' Day prank is the elaborate 1708 scheme that began with the publication in February of that year of Isaac Bickerstaff's almanac predicting the death of famous London astrologer John Partridge on 29 March. On 30 March, Bickerstaff published a follow up pamphlet announcing that he'd been right and Partridge was dead. On 1 April, Partridge was awakened by a sexton wanting to know about his funeral sermon. When Partridge walked down the street, people reportedly told him he looked exactly like someone they knew who had died. Isaac Bickerstaff actually was a pseudonym for satirist Jonathan Swift, author of Gulliver's Travels. Swift's intent had been to discredit Partridge as a fraud and force him to stop publishing his own almanac of astrological predictions.

(U) So beware... and Happy Fools' Day!

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(U//FOUO) Last QUICKMASK Training Today

FROM: the Sigint Communications Team
Unknown
Run Date: 04/02/2003

(U//FOUO) If you've not yet had an opportunity to attend QUICKMASK training, the last sessions are being held today, 2 April, at 0900, 0930, 1300, and 1330 in the Friedman Auditorium. If your organization is working extended hours and none of the above scheduled sessions are convenient, please contact your local OSH representative, [REDACTED], or [REDACTED] to make arrangements for individualized training.

Please also take a look at the QUICKMASK internal web pages (["go mask"](#)) on the [Emergency Planning and Preparedness](#) website for more information.

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(U) New Hire What's On Your Mind Session -- Today

FROM: the SIGINT People Office
Unknown
Run Date: 04/02/2003

(U//FOUO) If you are a SID employee and were hired in the past two years, we want to know what's on your mind! We are especially interested in your ideas because we count you as an important voice in shaping the SID culture and processes.

This session will be hosted by [REDACTED] Chief of the SID Workforce Advocacy Team and sponsored by the SIGINT People Office. If you can't attend this session, we hope to see you in the future!

When: 2 April 2003

Time: 1130-1300

Where: OS2B, 2B4118-3

Note: Seating is limited, so arrive early to ensure you get a seat.

(U) For additional information, please contact the SIGINT People Office on [REDACTED] or send an email to [REDACTED]@nsa.

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(U//FOUO) SIGINT Strategy: The Importance of Common Goals

FROM: Maureen Baginski
SIGINT Director
Run Date: 04/02/2003

(U//FOUO) One of the most essential tools for integrating organizations and functions is a common set of goals and objectives. Just as I've talked about how important it is for all of us on "team SIGINT" to "play position" (See related [SID-All Message](#) and recent [SID Message of the Day](#)), it's equally imperative that we have an overall game plan-- so we all know where we're headed and can play our positions accordingly. The SIGINT strategy-- AKA the SID Placemat-- is that game plan. The latest update of our strategy, the SIGINT Enterprise Strategy: FY 2003-2008, is now available on the [SIGINT Directorate Homepage \("go sigint"\)](#) .

(U//FOUO) Please take the time to read the SIGINT Enterprise Strategy: FY 2003-2008 today. Every one of us is integral to the success of the SIGINT system; ideally, everyone in SID will see themselves in this strategy. We all own the strategy, the goals it sets forth, and its outcomes. Remember, as you read it, that the strategy only sets a course for the future. It's in pursuing our goals that we learn and discover-- changing, improving, and stressing the strategy along the way. It's not what the strategy says so much as it is what it causes to happen in the hands of brilliant people. Here's to discovery! (U//FOUO) Since the inception of the SID organization over two years ago, we also have worked to develop measures to assess our progress against our strategy. I will be working with the SIGINT Leadership Team to review our progress against the SIGINT strategy regularly. The results of our performance reviews will be available via SIGINT Directorate Homepage. Having all of our efforts aligned by mapping our P3s to the strategy will help to assess our overall performance. In addition to aligning your own P3 objectives with the plan, many of you also will be contributing performance measurement data for the SIGINT Performance Reviews. I appreciate your commitment to "inspecting what we expect."

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(U) GEOCELL Supports IRAQI FREEDOM

FROM: [REDACTED]
Chief, GEO
Run Date: 04/03/2003

(S//SI) As a part of the overall SID strategy, the Geospatial Exploitation Office (GEO) is among the NSA elements providing 24/7, near-real-time intelligence to coalition forces in Iraq, while still supporting operations supporting the Global War on Terrorism. As NSA prepared for operation IRAQI FREEDOM, the GEO developed and installed interactive metadata mapping layers on a web-based mapping server, and made this server accessible through the Iraq Theater Analysis Cell's (ITAC) Intelink web portal. This site enables specific NSA partners and customers, both in CONUS and forward-deployed, to select, view and analyze geo-location data on Personal Communications Systems (PCS) activity in and around Iraq.

(S//SI) As coalition forces have transitioned to combat operations, the GEO Watch has implemented a number of analysis and reporting activities designed to provide identification and tracking of key PCS users in Iraq, and to support the situational awareness and force protection needs of our troops in the field. These GEO Watch activities include near-real-time tipping of communications associated with Iraqi leadership and other high-value targets, change-detection reporting on specific terminals of interest, and immediate tipping of potential threat activity in more than 600 areas of force protection concern in both the CENTCOM and EUCOM areas of interest.

(S//SI) In addition, the GEO continues its close coordination with NSOC, the ITAC and other agency elements supporting operations in Iraq, to ensure the continued availability of timely, actionable intelligence to our customers-- SIGINT that makes a difference. For more information on the GEO and its mission, see [REDACTED].

[REDACTED]
Chief, Geospatial Exploitation

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(U) Schedule for 3rd and 4th Quarter Tools Courses

FROM: [REDACTED]
Unknown
Run Date: 04/03/2003

(U//FOUO) Greetings! The schedule of 3rd and 4th quarter FY03 tools courses has been released and are listed below. Employees are now able to register themselves for any 'open' classes offered by going to: [REDACTED]

(U//FOUO) Personnel unable to access CONCERTO must contact the following:

- 2nd Party affiliates: [REDACTED] ;
- Other government agency personnel and non-4000 military: [REDACTED] ;
- CONTRACTORS: Must have a NEEDS STATEMENT signed by their COR in accordance with the Contractor Training SOP. The SOP can be found at:
[REDACTED].

(U//FOUO) In the schedule below, all but TOOL2002 & TOOL2003 are open. To register for TOOL2002 & TOOL2003, contact the instructor, [REDACTED] ([REDACTED])

(U//FOUO) As always, if an adhoc class is required, (J) [REDACTED] or I [REDACTED] will do our best to accommodate any unforeseen needs. The current world situation may require us to 'bump' a class to accommodate deploying military who require immediate training. In this event, again, [REDACTED] or I will do our best to find another classroom, OR new dates to conduct the affected training. Thanks!

[REDACTED]
Analytical Tools Development and Training Team
OPS1, RM. 2C041 [REDACTED] [REDACTED]

3RD & 4TH QUARTER FY03 COURSE/CLASS OFFERINGS

COMP1132 (OLD MP132) - INTRO. TO FRAMEMAKER

INSTRUCTORS: [REDACTED], [REDACTED]
E44 ANALYSIS AND REPORTING TECHNIQUES DIVISION (ARTEC)

[REDACTED]
NSA COUNTERINTELLIGENCE CENTER (NSACC)

DATES / CLASS# / TIMES / LOCATION
PENDING SCHEDULE

GISA2005 - DEMYSTIFYING ARCVIEW - (OLD=COMBO CK040, 41 & 42)

INSTRUCTORS: [REDACTED], [REDACTED]
CONTRACTOR, CACI TECHNOLOGIES

DATES / CLASS# / TIMES / LOCATION

14-16-18 APR 03 / #9357 / 0800 TO 1600 / HQS, RM. OAW177
28-30 APR, 02 MAY 03 / #9358 / 0800 TO 1600 / HQS, RM. OAW177
12-14-16 MAY 03 / #9360 / 0800 TO 1600 / HQS, RM. OAW177
19-21-23 MAY 03 / #9362 / 0800 TO 1600 / HQS, RM. OAW177
02-04-06 JUNE 03 / #9363 / 0800 TO 1600 / HQS, RM. OAW177
16-18-20 JUNE 03 / #9364 / 0800 TO 1600 / HQS, RM. OAW177
14-16-18 JULY 03 / #9365 / 0800 TO 1600 / HQS, RM. OAW177

11-13-15 AUG 03 / #9366 / 0800 TO 1600 / HQS, RM. OAW177
08-10-12 SEPT 03 / #9367 / 0800 TO 1600 / HQS, RM. OAW177
22-24-26 SEPT 03 / #9368 / 0800 TO 1600 / HQS, RM. OAW177

TOOL2002 - INTRODUCTION TO PATHFINDER - (FORMERLY CK106)

INSTRUCTOR: [REDACTED] - S21213, [REDACTED]
CONTRACTOR - PRESEARCH, INC.
SENIOR ARCHITECT, PATHFINDER TECHNICAL SUPPORT

DATES / CLASS# / TIMES / LOCATION

06, 07, 08 MAY 03 / #8972 / 0800 TO 1200 / OPS2A, RM. 2A0652C
03, 04, 05 JUNE 03 / #8974 / 0800 TO 1200 / OPS2A, RM. 2A0652C
08, 09, 10 JULY 03 / #8976 / 0800 TO 1200 / OPS2A, RM. 2A0652C
05, 06, 07 AUG 03 / #8977 / 0800 TO 1200 / OPS2A, RM. 2A0652C
16, 17, 18 SEPT 03 / #8979 / 0800 TO 1200 / OPS2A, RM. 2A0652C

TOOL2003 - PATHFINDER FOR THE WEB - (FORMERLY AT003)

INSTRUCTOR: [REDACTED] - [REDACTED] [REDACTED]
CONTRACTOR - PRESEARCH, INC.
SENIOR ARCHITECT, PATHFINDER TECHNICAL SUPPORT

DATES / CLASS# / TIMES / LOCATION

08, 09, 10 APR / #8981 / 0800 TO 1200 / OPS2A, RM. 2A0652C
13, 14, 15 MAY / #8982 / 0800 TO 1200 / OPS2A, RM. 2A0652C
10, 11, 12 JUN / #8983 / 0800 TO 1200 / OPS2A, RM. 2A0652C
22, 23, 24 JUL / #8984 / 0800 TO 1200 / OPS2A, RM. 2A0652C
12, 13, 14 AUG / #8985 / 0800 TO 1200 / OPS2A, RM. 2A0652C
23, 24, 25 SEPT / #8986 / 0800 TO 1200 / OPS2A, RM. 2A0652C

TOOL2006 - STRONGHOLD: BASIC COURSE (FORMERLY CK109)

INSTRUCTOR: [REDACTED], [REDACTED], [REDACTED]
CONTRACTOR, IMPACT INNOVATIONS GROUP LLC

DATES / CLASS# / TIMES / LOCATION

15 APR 03 / #9349 / 0900 TO 1600 / HQS RM. OAW177
20 MAY 03 / #9350 / 0900 TO 1600 / HQS RM. OAW177
17 JUN 03 / #9352 / 0900 TO 1600 / HQS RM. OAW177
22 JUL 03 / #9353 / 0900 TO 1600 / HQS RM. OAW177
05 AUG 03 / #9354 / 0900 TO 1600 / HQS RM. OAW177
23 SEPT 03 / #9355 / 0900 TO 1600 / HQS RM. OAW177

TOOL2013 (NEW) - VIRTUAL TEAM COLLABORATION USING IWS- (INFO-WORKSTATION)

INSTRUCTOR: [REDACTED], [REDACTED], [REDACTED]
CONTRACTOR, GENERAL DYNAMICS AIS

DATES / CLASS# / TIMES / LOCATION

23, 24, 25 APR 03 / #9369 / 1200 TO 1600 / HQS RM. OAW177
06, 07, 08 MAY 03 / #9371 / 1200 TO 1600 / HQS RM. OAW177
24, 25, 26 JUN 03 / #9374 / 1200 TO 1600 / HQS RM. OAW177
08, 09, 10 JUL 03 / #9375 / 1200 TO 1600 / HQS RM. OAW177
26, 27, 28 AUG 03 / #9376 / 1200 TO 1600 / HQS RM. OAW177
16, 17, 18 SEPT 03 / #9377 / 1200 TO 1600 / HQS RM. OAW177

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TOP SECRET // SI / TK // REL TO USA AUS CAN GBR NZL
DERIVED FROM: NSA/CSSM 1-52, DATED 08 JAN 2007 DECLASSIFY ON: 20320108



(U) SID Leadership Transition: Passing the Baton

FROM: Maureen Baginski
Signals Intelligence Director
Run Date: 04/03/2003

(U//FOUO) Soon there will be a press report announcing my appointment as the FBI's Director of Intelligence. I assume that post in May as an FBI employee. The decision to accept the position was among the most emotion-filled and difficult I've ever made. I feel blessed and deeply honored to be given an opportunity to continue to serve the nation in this new capacity and to work with a team of great Americans dedicated to protecting our homeland. I promise to work hard and do my best for you and yours in this role, and always.

(U//FOUO) Timing is everything in life, and it's natural to question mine in making this decision. I did. In the end, I decided that we don't always control the timing of opportunities to serve, and since work is never truly "done," there is never really a "right" time to depart. General Hayden will announce my successor in short order and I know that whoever is selected, he or she will be in good hands-- those of the best SIGINT professionals in the world.

(C) We have accomplished wonderful things for the nation's SIGINT capability over the past 2 1/2 years. It's a universally held view that SIGINT has never been better and that's a tribute to each and every one of you who make it work every single day, sometimes against incredible odds. We all know that there's more work to do, but work doesn't bother us. What amazes me and makes me proud is that we have become a team that does not feel defeated by the difference between where we are and where we want to be, but rather gets energized by it and uses it to spur us to action and success. And succeed we have. You have my deepest respect and admiration today and always.

(C) Last week I had the opportunity to walk around in the wee hours of the morning and visit the folks standing watch for Americans in harm's way in Iraq and around the world. That experience was a gift that I will forever cherish. Everywhere I went, I saw what I expected--ruthless focus on the task at hand. I also saw something I didn't expect that delighted me..it was the look and feel of teamwork and empowered professionals with a quiet confidence in our collective ability to get the job done. There wasn't one stop where folks didn't go out of their way to describe the team they were part of that produced the superb results for customers. Thank you all, not just for what you do, but the way you do it. We have changed to meet the challenges of 21st Century SIGINT and our products and services have never been better. I've never been prouder to be part of anything and I thank you all for the support and encouragement you have given me along the way. I'll always remember it.

(U//FOUO) But just so you don't think I'm going all mushy on you, there's plenty more work to do and there will be more bumps along the road. Please know that I will be cheering you along as you create the future for SIGINT. You will have a great fan, a trusted partner, and a very demanding customer at the FBI. I look forward to continuing our work together in defense of the nation. It has truly been an honor to serve with you all.

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(U) Profiles: SID Communications and Support Operations

FROM: [REDACTED]
Deputy Chief of Staff for Communications and Support Operations
Run Date: 04/04/2003

(U//FOUO) Next week, SID Today will begin a series of profiles of our Communications and Support Operations (CSO) organization. These are the people who allow us to make sense out of the daily chaos. They perform the critical role of facilitating SID internal and external communications, managing the flow of actions, developing SIGINT Operational Policy, SID interface to NSA Legislative Affairs, overseeing SIGINT Cryptologic Insecurities and Operations Security and managing SIGINT Staff Support issues.

(U//FOUO) The CSO staff stands ready to assist SID personnel navigating these complicated areas. The office profiles appearing next week will provide an overview each specific function. Please take a little time to become familiar with the CSO.

SERIES: **(U) Communications and Support Operations (CSO)**

1. Profiles: SID Communications and Support Operations
2. [Profile: SID Registry - Grand Central](#)
3. [Profile: SIGINT Support Services](#)
4. [Profile: SIGINT Legislative Affairs](#)
5. [Profile: SIGINT Policy](#)
6. [Profile: Intelligence Security Issues](#)

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(U) Read All About Us!

FROM: the SIGINT Communications Team
Unknown
Run Date: 04/04/2003

(U//FOUO) And now on a lighter note... As the weekend approaches, we thought we'd pass on some "little-known" facts about NSA, taken from actual foreign press items:

"In the direction of the Baltic Sea [as published] and several miles from Washington, D.C.,...

...in the United States, there is a military installation-like, unapproachable area called "Fort Meade," and they say that this area is not even indicated on maps and not many people are actually interested in it."

--Description of Source: *P'yongyang Nodong Sinmun* in Korean Daily newspaper of the Central Committee of the Workers Party of Korea 271342Z SEP 02

Interview with Tomislav Kresovic, political analyst for the Belgrade-based Bina Agency: "Our people idealize the role of the CIA to such an extent that they consider it to be the biggest and best secret service in the world. However, I believe that the US National Security Agency (NSA) is the most powerful espionage agency and that it rules the world at the moment, because it is capable of achieving total surveillance of our planet and implementing a strategy of total espionage."

--Description of Source: *Belgrade Nedeljni Telegraf* in Serbo-Croatian -- privately owned weekly tabloid with a large circulation; covers both official and opposition views. 101939Z JAN 02

"They did their work in silence, says the plaque dedicated to those who have fallen that greets the few who succeed in entering Crypto City, the city of secrets. It consists of 60 buildings surrounded by barbed wire and maple trees located between Washington and Baltimore. If, instead of being ignored by all the maps, it were a real city, it would be the second largest in Maryland. "Every day 38,000 employees, sworn not to reveal what they do even to their children, park their cars around the two black buildings that hide two bunkers that are proofed against any kind of interception. Inside work spies who have such abstruse titles as 'in charge of anonymity,' or who produce newsletters with a warning under the letterhead: 'Destroy after reading.' "

--Description of Source: *Milan Panorama* (Internet Version-WWW) in Italian -- right-of-center weekly news magazine. 291426Z MAY 01

(U//FOUO) ...we cannot guarantee, however, that all of the reports are 100% accurate! See you next week.

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(U) ICAP Call for Applications

FROM: NSA ICAP Program Manager
Unknown
Run Date: 04/07/2003

(U) The Intelligence Community Assignment Program (ICAP) is the formal, inter-agency rotational assignment program. It is designed to increase the breadth and depth of an individual's experience by providing a wider understanding of IC missions and functions; bolster IC coordination; and contribute to the development of our future IC leadership. For more information on this program and endorsement guidelines, you can visit the [ICAP website](#).

(U//FOUO) Please note: All ICAP application packages must be unclassified, and require Classification Advisory Officer (CAO) review and approval before going through the endorsement process. No classified application packages will be accepted. A list of CAOs may be found at:

(U) ELIGIBILITY REQUIREMENTS:

(U) ICAP is open to civilian employees in the IC at GS/GG-12 through SES levels. They will compete for ICAP assignments in levels from GG-13 through SES.

(U) APPLICATION PACKAGE REQUIREMENTS:

(U) On-line applications cannot be accepted due to endorsement and classification review requirements.

a. Complete the resume form provided on the resume web page.

b. Applications must be unclassified and address the specific knowledge, skills, abilities (KSA), and qualifications listed on the vacancy. (The Internal Staffing Resume may be used as long as it is unclassified, identifies the ICAP vacancy number, and addresses the KSAs and qualifications.)

c. Complete the Staff Processing Form (SPF) for management endorsement/non-endorsement and classification review. Attach unclassified resume and copy of vacancy to SPF. SPF should include:

- Purpose (describe ICAP position, ICAP vacancy number, and intent of SPF);
- Impact on Current Organization: (identify your past experience, current position, why you are qualified for the ICAP position, and more importantly how NSA will benefit from supporting this assignment);
- Candidate Endorsement (statement that management concurs with the application and understands that upon selection, candidate remains on parent organization billet for the duration of the tour); and
- Position Number (identify the position number).

d. Print hardcopy of the application and SPF. All applications must be unclassified, must be reviewed and approved by a CAO, and have concurrence up through the office level.

(U//FOUO) Forward the completed package to the respective SID point of contact listed below:

S1 - [redacted] OPS 1, 2C111, [redacted]
S2 - [redacted] OPS1, 1C187, [redacted]
S3 - [redacted], OPS 1, 1N037, [redacted]
Other SID Staff Organizations - [redacted], OPS2B, 2B4024 [redacted]

(U) Applications must be received by the appropriate SID POC, no later than 30 April 2003. NO

LATE OR CLASSIFIED APPLICATIONS WILL BE CONSIDERED. At that time, the SID POCs will submit applications to the respective Deputy Directorate Chief of Staff for endorsement. Applications are submitted to the E1S Training and Development Customer Hub for coordination and submission to the SIGINT Directorate Chief of Staff for final approval. Approved applications are forwarded to the NSA ICAP Program Manager for program consideration.

(U//FOUO) For additional information on the program, please contact the NSA ICAP Program Manager, [REDACTED] or [REDACTED] on [REDACTED].

The NSA ICAP Program Managers

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(S//SI) Support to UN Diplomatic Efforts on Iraq

FROM: Chris Inglis
Deputy Director for Analysis & Production
Run Date: 04/07/2003

(S//SI) SIGINT support to the U.S. Mission to the United Nations has enabled and continues to enable the diplomatic campaign against Iraq. Your efforts have been essential to the plans of the U.S. Permanent Representative to the UN, Ambassador John D. Negroponte, as well as to the United Kingdom's Permanent Representative, HMA Sir Jeremy Greenstock.

(S//SI) Ambassador Negroponte took time in February 2003 to provide unsolicited feedback on the quality, timeliness, and quantity of NSA reporting. He said that he could not imagine better intelligence support for diplomatic activity than he receives from the daily NSA reporting on Iraq and the UN. He was especially grateful for the timeliness of the information and asked our representative at the U.S. Mission to the UN, [REDACTED] to pass his thanks to the many people involved in its production and delivery. His only complaint was that "there's just so much good stuff to read and so little time to do it!" Ambassador Negroponte has been an avid user of SIGINT for many years and visited NSA in February 2002, exclaiming that he has never received better support in his 40-year diplomatic career. It is our hope that the Ambassador will visit NSA again when the frenzy of the Iraqi crisis subsides.

(S//SI) For his part, Ambassador Greenstock, on the very day in February that he tabled the UK-US-Spain "second resolution" on Iraq, intrigued by the close UK-US intelligence cooperation, said that SIGINT insights into the nuances of internal divisions among the five permanent members of the UN Security Council (the "P5") were highly useful, enabling him to decide what line to take with P5 counterparts in New York and Washington and to temper the language of his diplomatic forays. On 5 February, the day that Secretary of State Powell made his presentation at the UN Security Council and, as a direct result of SIGINT reporting, a last-minute amendment was made to the UK Foreign Secretary's speech, making the point that UNMOVIC inspections had already been substantially reinforced.

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(U) Profile: SID Registry - Grand Central

FROM: [REDACTED]
Chief, SID Registry
Run Date: 04/08/2003

(U//FOUO) The Signals Intelligence Directorate gets a lot of mail. Some are "Thank you" notes from customers, some are "Requests for Information" and some are "Let's coordinate on this." SID also sends a lot of mail: notes to the Director, correspondence to other directorates, correspondence to Congress, to name just a very few.

(U//FOUO) How to keep track of it all? Across the hall from the SID Director's office you will find the SID Registry. Like a railroad-switching station (and equally atmospheric), Registry makes sure that correspondence (called "packages") going into/out of SID is handled efficiently. Does this package get the express treatment, or the scenic route? Which track should it be sent down-should it go to Data Acquisition, or maybe the SID Chief of Staff, or someone else? Registry also monitors responses going out, keeping a timetable to ensure a prompt reply. We also have personnel integrated into SID/Customer Relationships, Analysis & Production and Data Acquisition to help keep the packages moving.

(U//FOUO) ...but there is more to the job than pulling levers. Registry also tries to provide "value-added" service whenever possible. We perform quality control, make sure Agency guidelines are followed, and help offices format or edit correspondence, as needed. Registry also generates correspondence on behalf of SID (with guidance, of course, from senior management).

(U//FOUO) Much of Registry's work is invisible to the general SID workforce-but if the system runs smoothly and there are no derailments, we've done our job! For more information about SID Registry's missions and functions, services, and team members, please visit our [web page](#).



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(U) Communications and Support Operations (CSO)

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(U) Promotion Cycle Recap

FROM: [REDACTED]
SID Workforce Performance Management Executive
Run Date: 04/08/2003

(U//FOUO) We are now well into the FY03 promotion cycle. This year the Director has allocated more money than in the past few years and has distributed promotion/QSI (quality step increase) and award dollars at the same time to give managers a variety of ways to adjust top performers' salaries. This takes us the next step toward compensation reform and will allow us to adjust salaries in three ways-promotions, QSIs, and bonuses-all in the same time frame with the same process. However, having said that, we need to again remind people of the facts - SID has 5,324 people eligible for promotion, and we estimate that the dollar allocation will allow us to promote about 700 people, or 1 in 8 of those eligible.

(U//FOUO) This pay adjustment process is a core leadership and management priority and responsibility. Managers are to look at the potential people demonstrate and not just "what have you done for me lately" performance. They are to look at the whole person - the skills, abilities, attributes, and qualities people bring to their job performance and the demonstration of adherence to the core SID values of integrity, loyalty, commitment, openness, respect, and corporate mindedness. Remember that promotions are for outstanding performance, thus adherence to the above principles, and the demonstration of potential to work at the next level.

(U//FOUO) We've built feedback into every level of this cycle. As decisions are made and names are forwarded to the next level, people are to receive feedback about the results. No one be surprised, either positively or negatively, on the day salary adjustments are announced. We will perform spot checks on the process both to see if people are receiving feedback and to see if the feedback is constructive and raise any issues to leadership for immediate resolution.

(U//FOUO) We will continue to provide communications throughout this process. In addition, this information will all be posted on the [SID Workforce Performance Management homepage](#).

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(U) Profile: SIGINT Support Services

FROM: [REDACTED]
Chief, SIGINT Support Services
Run Date: 04/09/2003

(U//FOUO) One of the essential "behind the scenes" SID staff elements that keeps the directorate running smoothly is the SIGINT Support Services office. It is this office, for example, that accounts for all SID-owned property by conducting periodic inventories and maintaining accurate records. To give you an idea of the scope of this effort, SID owns more than 34,000 pieces of equipment!

(U//FOUO) SID/Support also plays an important role in providing travel services, such as TDY support. This includes assisting travelers with maintaining their government travel credit card account while on extended TDY.

(U//FOUO) In addition, the organization serves as SID's point of contact with other NSA support services, such as OHES, COMSEC, and the Management Control Program. SID/Support also acts as liaison to the NSA Advisory Board, a body that meets quarterly to advise the Director/NSA on SIGINT, science, technology, management, and other issues.

(U//FOUO) This is just a brief overview of what SIGINT Support Services does every day. For further information, see our [web page](#), and please contact us if we can be of any assistance!



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(S//SI) Uncovering North Korea Nuclear Programs

FROM: Frances J. Fleisch
Deputy Production Manager, China/Korea Product Line
Run Date: 04/09/2003

(S//SI) Not long ago, a State Department delegation to Pyongyang confronted North Korean officials with evidence that they had violated the 1994 U.S./North Korea Nuclear Agreed Framework. The U.S. knew that the North Koreans were developing a uranium enrichment capability--an effort banned by the treaty. To the surprise of many, the North Koreans admitted that this was true and declared the Framework to be null and void.

(S//SI) How did the U.S. know what the North Koreans were doing? SIGINT! The ONLY source of information on this treaty violation was SIGINT derived from North Korean external communications. A collaborative effort involving SID's China and Korea and the Proliferation and Arms Control Product Lines put the SIGINT pieces together.

(S//SI) Furthermore, our Intelligence Community colleagues provided technical information (CIA and DOE), initiated operational efforts (CIA), conducted imagery searches (NIMA), reviewed historical information (DIA and FBIS), and issued demarches (State Department) related to this uranium enrichment program.

(S//SI) Without this intelligence, the U.S. would have been unaware of the North Korean enrichment program, which, if successful, would both enhance North Korea's nuclear weapons programs and enable it to proliferate nuclear weapons material to other nations of concern. This is both a SIGINT success story and an example of how cross-organizational collaboration can produce key intelligence. Hats off to everyone involved!

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(U) Documenting Your Contribution During The Iraq Crisis

FROM: the SIGINT Communications Team
Unknown
Run Date: 04/10/2003

(U//FOUO) As you saw in a recent [Agency-all_email](#), Records Management Officers throughout NSA have been passed guidance on preserving records related to the Iraq campaign. Below is the text of this guidance from NSA's Contract Operations, Records Center and Archives, FYI:

(U) Documenting Your Contribution during the Iraqi Crisis

(U) From a historical perspective any support NSA provides to the Iraqi crisis is significant. All efforts are important in accomplishing the NSA/CSS mission -- and all should be documented. In most cases it takes only a few minutes to preserve a record of your contribution. Here are a few tips on how to document your organization's role in this crisis.

(U) Records Management Officers (RMO) are the first line of defense for preserving all important records depicting NSA's critical role in the Iraq crisis. RMOs should be able to provide advice on what information must be preserved. For those especially difficult questions, the corporate Records Management Program (RMP) office may be reached at [REDACTED] or via e-mail at [REDACTED].

(U) Essentially, Federal Law mandates what a record is, and how (long) it should be saved. However, our country is engaged in a war and NSA is playing a major role, therefore extra effort should be put forth not only to ensure that all the information is preserved, but also that it is complete and readily identifiable as war related for future researchers. The following are some thoughts on what additional information might be saved:

- (U) E-MAIL/ELECTRONIC BRIEFINGS (e.g., POWRPOINT): While some Agency organizations have systems for preserving electronic information, yours may not. At the very least, e-mails and briefings (in color) containing valuable and insightful information pertaining to some facet of the war should be copied to paper, entered into the organization's central filing system, and retained according to the Records Disposition Schedule (RDS).
- (U) Whether in normal operations or crises, several types of information often do not get preserved; perhaps some changes should now be considered:
 1. (U) Verbal directions: Quick notes about directions given during informal meetings or via the telephone.
 2. (U) The reasons for decisions: All too often, memorandums record who was at a meeting and what the outcome was, but omit the reasoning behind decisions or actions. Making a few comments about the reasons for a decision or activity can be most helpful in both "lessons learned" studies and later historical analysis.
 3. (U) Short summaries (or even anecdotes) about successes and failures: These can be captured in e-mail, memoranda, or other formats which are then saved and filed.
 4. (U) Sometimes even seemingly mundane things -- such as manning schedules, phone lists, SOP papers, and the like -- can be valuable later to the historian for establishing identities, dates, and procedural matters.

(U) It is likely that senior people will be interviewed after-the-fact; however, they are not the only ones making significant contributions. The names of all major players should be retained for future reference. Assistance on oral history issues can be provided by the Center for Cryptologic History, which can be reached by phone at [REDACTED] or via e-mail at [REDACTED] or [REDACTED]@nsa.

(U) The most difficult information to obtain for cryptologic history is how product of NSA/CSS was used by decision-makers and other customers. People should be encouraged to make notes on any feedback received from customers, particularly telephone or personal comments that do not have hard-copy follow-up. Such comments can be documented in e-mail that is later printed out and filed.

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(U) New SID Director and Deputy Director Announced

FROM: SIGINT Communications Team
Unknown
Run Date: 04/10/2003

(U) Yesterday, Lt Gen Hayden announced the selection of Major General Richard Quirk III, USA, as the new Signals Intelligence Director. Charlie Meals, currently Chief of the SID Customer Relationships Directorate, will serve as MG Quirk's deputy. See the announcement at:

[REDACTED] These appointments are effective 21 April.

(U) Congratulations to MG Quirk and Mr Meals on their selections, and well wishes for their continued success!

SIGINT Communications Team

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(U//FOUO) Analysis Innovation Resource Program Accepting Proposals

FROM: [REDACTED]
Advanced Analysis Laboratory
Run Date: 04/11/2003

(U//FOUO) The Analysis Innovation Resource Program, sponsored by the Advanced Analysis Laboratory and DIA, is now accepting proposals.

(U//FOUO) This is a new program, one well-suited for those with fresh ideas and innovative analytic approaches they'd like to explore. More information is available in a recent ["Agency All" announcement](#), or you can type ["go airp"](#) in your browser window. We hope to hear from you!

[REDACTED]
Advanced Analysis Laboratory

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(S//SI) Post-war Iraq Plan

FROM: Iraq Issue Managers
Unknown
Run Date: 04/11/2003

(TS//SI) At a time when much of the workforce is focused on enabling a successful outcome for coalition forces in Iraq, a small team of experts is developing the post-war Iraq plan. As complex and demanding as the combat environment will be, the transition to peace; the elimination of Iraq's ability to threaten the U.S. and its allies; and the restoration of a civil government will likely be the longest and potentially most demanding engagement in this campaign. This period, known as Phase IV in formal planning documents, will present a host of new challenges and opportunities for the cryptologic system. Although Phase IV was viewed as formally beginning when major combat operations end, our interaction with CENTCOM, Pentagon and State Department planners indicates that elements of Phase IV are already underway.

(TS//SI) In Phase IV we are confronted with a multitude of challenges. They include:

- Sustaining force protection;
- Maintaining domestic security;
- Monitoring humanitarian programs;
- Watching for efforts to undermine the nascent Iraqi government;
- Delivering a comprehensive perspective on regional views and reactions;
- Uncovering Iraqi war criminals;
- Tracking the disposition of weapons and materiel no longer under Iraqi military control

We will execute our mission in an environment complicated by much broader international participation than what we experienced in the war. We will face demands for sharing communications security technology, intelligence information and resources in a unique multi-national environment.

(TS//SI) Our team has already established contact with officials who will lead the transition efforts in Phase IV. Developing an early understanding of the customer requirements for Phase IV and establishing a relationship with those customers will allow us to affect the necessary planning to optimize our posture and meet demands as they emerge. The sacrifice and cost that will bring us to the end of the war must be honored by a commitment to ensure that Phase IV sees a successful realization of long-term objectives, underpinned by solid cryptologic support.

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(U) SID Training Announcements

FROM: E1S Internal Training Team
Unknown
Run Date: 04/11/2003

Attention SID Associates,

(U) Bulletins for the week ending 10 April 2003 follow. Details of these training announcements are posted on our [web site](#) or "[go sid-training](#)".

- Intelligence Community Assignment Program (ICAP):
Call for Applications - SUSPENSE: 30 April 2003
- NETW1002, Telecommunications Fundamentals 1 & 2: 13-16 May 03
- NETW1033, IAD-Inter/Intranet Security: 15-18 April
- LING1103AB, English Grammar for Experienced Analysts - ****NEW****
- SIGA2301, Basic Forward Error Correction - ****NEW****
- CRSK3001, Metadata and the DNE Viewer - 3rd qtr
- ATNO2201, Technical Survey of Intrusion Techniques & Defensive Measures: 3rd & 4th qtr Sessions
- Open Seat Report

(U) If you would like to automatically receive these training announcements in their entirety, please subscribe to our ESS account: ESS158 ([REDACTED]).

(U//FOUO) ATTENTION: If you are not assigned to SID or are assigned to a field site and have specific registration or training inquiries about these or other training opportunities, please contact your organization's Customer Account Hub or Field ETO representative:

Corporate (A, D, E, L, M, Q, R): [REDACTED]

Field: [REDACTED]

IAD (B, C, I, V, X, Y): [REDACTED]

NCS Training & Development / SID Customer Account Hub
E1S Internal Training Team

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(U) Profile: SIGINT Legislative Affairs

FROM: [REDACTED]
Chief, SIGINT Policy, Legislative Affairs, & Intelligence Security
Run Date: 04/14/2003

(U) The offices of SIGINT Policy, SIGINT Legislative Affairs, and Intelligence Security Issues are customer-focused, dynamic entities with a myriad functions, all serving to support a wide range of ever-changing SIGINT Directorate needs. Their staffs can offer assistance to you in such diverse areas as policy interpretation and development, Congressional engagement, and Cryptologic Insecurities assessment. Read on to find out more about their vital services... First up: SID Legislative Affairs

(U) SID Legislative Affairs (SIDLA) serves as the liaison between NSA LAO and SID elements on actions related to Congressional oversight. Have you been tasked with responding to Questions for the Record or Requests for Information from Congress? SID LA will assist you in analyzing the request, providing background and context to the responsible action office, and reviewing the responses to ensure that they meet the five Cs (candid, complete, correct, consistent and corporate) for dealing with Congress.

(U) SID LA reviews Congressional Authorization and Appropriations language for funding impacts to SID programs, Congressionally Directed Actions (CDA), and Congressional Items of Interest (CII) and provides this information to the affected offices. We will assist you with preparing reclamation to adverse funding language and responses to CDAs by providing insight on the reasoning behind the language as well as the proper format in which to respond.

(U) SID LA also assists SID elements in being proactive with Congress by coordinating briefings and providing notifications for the Intelligence Committees to keep them fully and currently informed of significant intelligence activities. We also develop the SIGINT Congressional Engagement Strategy based on the NSA Business Plan, SID Strategic Plan Congressional Budget Justification Book, and CIIs contained in the Congressional Authorization and Appropriation Language.

(U) For further information, please see our [web page](#). Please coordinate Congressional engagement of any kind with SID LA so that we may better serve you.



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(S) SID Support to POW Rescue

FROM: Charles Berlin
SID Chief of Staff
Run Date: 04/14/2003

(S) You probably saw news not long ago of the dramatic rescue of U.S. POW Jessica Lynch from a hospital in the Iraqi town of An Nasiriya. Today I'd like to relate details you may not know of the role played by SID analysts and others to help make that operation a success.

(S//SI) On March 25th, two days after Private Lynch was captured, the DCI Underground Facility Analysis Center (UFAC) asked NSA for all available SIGINT that would characterize the An Nasiriya Saddam General Hospital: they had seen indications that high-level Iraqis were using the underground portion of the hospital for command and control and as a "sanctuary." In response, SIGINT Support to Information Operation's (SSIO) Underground Facility (UGF) Support Cell (*see description at the end of this article*) quickly pulled SIGINT reporting dating back to November 1979; our reports showed that the An Nasiriya facility had been built by the Japanese firm "Marubeni Corporation."

(TS//SI) Later, on March 27th, SID's Middle East-North Africa (MENA) Product Line reported that "a wounded U.S. female soldier was at the Saddam hospital." This prompted the Joint Special Operations Command (JSOC) to request additional information on the facility in preparation for a planned rescue operation. A formal request incorporating SIGINT went to the Defense Human Intelligence Service (DHS) seeking assistance in securing blueprint information from the Japanese firm. Once obtained, UFAC analyzed the An Nasiriya facility blueprints and sent them as digital files to JSOC elements "literally minutes before the aircraft departed with the strike team" on April 1st. During the rescue operation, the GEOCELL Watch maintained a near real-time watch box for any hostile personal communications system activity in the area around the hospital.

(S//SI) Effective collaboration involving elements from SSIO, MENA, GEOCELL Watch, DHS, the Special Operations Forces NIST (National Intelligence Support Team), and UFAC helped provide JSOC forces with intelligence critical to the success of this mission. Well done to all concerned!

(S) *The NSA UGF Support Cell was established in SSIO on 26 August 2002 as part of the DCI's request to create an interagency effort capable of providing complete, up-to-the-minute all-source data to battlefield commands regarding foreign underground facilities and their operations. This interagency effort assesses the infrastructure and vulnerabilities of underground facilities used by hostile governments or military forces. Such information assists the warfighter in planning operations to destroy or disable an underground facility or, in this case, to rescue U.S. personnel and save lives.*

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(U) SID Front Office Open House - April 23rd

FROM: Maureen Baginski
Signals Intelligence Director
Run Date: 04/15/2003

(U//FOUO) As I've said before, the past 2 1/2 years has been a time of extraordinary success for SIGINT. The single reason for the success is all of you--the incredibly talented and dedicated men and women who perform miracles in defense of the nation every day. As Chris Inglis, Bill Crumm and I depart, we want to somehow express our gratitude to you. We realize that nothing we do could properly acknowledge the national treasure that is the SID workforce. But we are going to try anyway!

(U) On 23 April, from 1000-1200, we will open the SID front office (2W106), equip it with goodies (that's the bribe part!), and take some time to thank all of you who are able to stop by for what you have done for us personally and professionally, and of course, for what you've done for the nation. We understand the demands of mission and how precious time is to each of you. We hope you can find the time to visit and let us say thanks. We can't guarantee we won't run out of goodies, but our supply of gratitude and respect is unlimited, whether you are able to come by or not. As always, thanks for all you do. Hope to see you on the 23rd.

(U) Thanks.

Mo

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(U) Profile: SIGINT Policy

FROM: [REDACTED]
Chief, SIGINT Policy, Legislative Affairs, & Intelligence Security
Run Date: 04/16/2003

(U) As a continuation of our series of profiles of SID Communications and Support Operations, today we focus on SIGINT Policy.

(U) What would SID be like if we had no policies or rules to guide us? Fortunately, we don't have to worry-- the office of SIGINT Policy is here to help our operations run smoothly. The office of SIGINT Policy:

- Ensures that new SIGINT relationships, authorities, and processes are supported by the necessary policy documents and vetted with the key stakeholders. This creation and vetting of policies can sometimes be a painstaking process, but the results support SIGINT mission requirements. The results also allow us to more consistently understand and implement the associated processes, leading to a smoother flow of operations.
- Documents important precedents and key baselines for continued forward movement. In fact, many of today's policy documents are considered to be "living documents" to keep pace with the SIGINT evolution.

(U) The SIGINT Policy office is very customer-focused. We devote a great deal of time to responding to customer requests worldwide for assistance in locating or interpreting policies applicable to their needs. We also help customers determine which policy vehicle will best accommodate documentation of SIGINT Directorate or corporate approval for a variety of initiatives.

(U) The office also formulates and writes policies to document new initiatives, fill existing policy gaps, or replace obsolete guidance. We choose from the following policy vehicles based on the content and desired audience:

- NSA Policies
- SID Policy Memoranda
- SID Directives
- U.S. SIGINT Directives (USSID)
- SID Facts & Findings
- Memoranda of Agreement/Understanding (MOA/MOU)

(U) If you'd like to know more about our services, you may visit the SIGINT Policy [web page](#).



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(U) What's on Your Mind Session: May 9th

FROM: SIGINT People Office
Unknown
Run Date: 04/16/2003

(U//FOUO) If you are an experienced SID employee with 15+ years at the Agency, we want to know what's on your mind! We are especially interested in your ideas because we count you as an important voice in shaping the SID culture and processes.

(U//FOUO) This session will be hosted by [REDACTED] Chief of the SID Workforce Advocacy Team and sponsored by the SIGINT People Office. If you can't attend this session, we hope to see you in the future!

When: 9 May 2003
Time: 1230-1400
Where: OS2B, 2B4118-6

Note: Seating is limited, so arrive early to ensure you get a seat.

(U) For additional information, please contact the SIGINT People Office on [REDACTED] or send an email to [REDACTED]@nsa.

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(U) When Meeting Customer Needs Means Defending the Nation

FROM: [REDACTED]
Acting Chief, Customer Gateway
Run Date: 04/16/2003

(U//FOUO) During the coming days, we are proud to bring you a series of articles focused on the Signals Intelligence Directorate's customer interactions provided by the Customer Relationships Directorate (CRD). We hope that this series engenders questions, suggestions and interactions that will infuse SID's continued transformation.

(S//SI) The core of our customer relationships is understanding and meeting our customers' Information Needs. Those needs, as you all know, are myriad. Working in the SID is a challenge since meeting customer needs means defending the nation, supporting the campaign against terrorism, and providing vital support to warfighters under fire in Iraq and to the National Policy Makers who must now engage in Iraq's reconstruction. Meeting customer needs also means both maintaining coverage on other national SIGINT priorities, such as the continuing crisis in North Korea, and enduring strategic issues, such as Weapons of Mass Destruction. That challenge is being met successfully today through hard work, innovation, partnership, and Information Needs (IN) management, all of which combine to produce cohesive, positive outcomes. That coordinated effort will be demonstrated in our five-part series.

(S//SI) The war in Iraq has presented a prism through which we have been able to view the effectiveness of our planning, programs, and relationships. Central to our strategy are our efforts to make customers more active participants in the SIGINT system by giving them the ability to see into and influence USCS activities. The next article in this series (i.e. the second) on the [National SIGINT Requirements Process \(NSRP\)](#) will describe the orderly flow of Information Needs during the war. In terms of success, you may compare the present manageable flow of Information Needs to that of the days, weeks, and months following 11 September 2001 when INs under the former RFI system increased by over 1,000 percent, threatening to overwhelm intelligence production.

(S//SI) CRD's strategic thinking and customer interaction are aimed at a deeper understanding of customer needs. They are also coupled with creativity and innovation to engender the interaction of decision makers, warfighters and IC partners with SIGINT in new ways--and sometimes with new customers. The third article will showcase both new customers, like U.S. Northern Command (NORTHCOM) and the Missile Defense Agency, as well as new ways of interacting with major customers to deliver SIGINT into the customers' information space that is secure, usable, accessible and timely.

(S//SI) In the fourth article, you will have the opportunity to read a [Senior Executive Account Manager \(SEAM\)](#) perspective from U.S. United Nations (USUN) SEAM [REDACTED] and her SEAM Team who are the models of customer relationship management. The SEAM Team has transformed that relationship from a transactional



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(U) Customer Relations

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2. [Information Needs Management: Careful Planning Aids SIGINT Response to Iraq War](#)
3. [Dynamic Methods of Interaction with New and Existing Customers](#)
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one (Information Need in/product out) to one of understanding Ambassador Negrofonte's needs, timelines, and intended outcomes, resulting in a relationship that the Ambassador himself declares is the best he has seen in his 40 years of federal service. The Team is only a small part of a much larger team of collectors, processors, enablers and analyst/reporters whose outstanding collective efforts often elicit admiration and praise from USUN customers.

(S//SI) Finally, in the fifth article of the series, CRD will describe making customer feedback work for all of us. Also, we will tell you about a new way of raising customer issues through the newly constituted Customer Service Steering Group that provides key "movers and shakers" the forum to personally engage in eliminating policy and infrastructure barriers to scalable and interoperable customer solutions.

(U//FOUO) We hope you enjoy this series and, again, urge you to contact [REDACTED] Customer Gateway Chief of Staff, S11, [REDACTED], [REDACTED] [@nsa](mailto:[REDACTED]@nsa), with any comments or suggestions.

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(S//SI) Information Needs Management: Careful Planning Aids SIGINT Response to Iraq War

FROM: [REDACTED]
Acting Chief, Customer Gateway
Run Date: 04/17/2003

(S//SI) The months of advanced warning which we received prior to the onset of war in Iraq allowed the Customer Relationships Directorate (CRD) to help NSA to understand customers' Information Needs (INs) like never before. The benefits both to NSA and to customers are clear. Customers are confident that NSA knows what information they need and that it is working to provide that information. NSA, in turn, has had a reasonably stable list of validated, comprehensive, coherent INs against which to focus the efforts of its people and equipment.

(S//SI) Since the beginning of Operation Iraqi Freedom, NSA has not experienced the flood of customer requests for information that was feared. This is an example of planning which succeeds in a time of crisis. For example, since March 17th, a few days before the beginning of Operation Iraqi Freedom, we have received only 29 new or modified Information Needs in the [National SIGINT Requirements Process \(NSRP\)](#). The 24/7 watch desks, which were stood up for the Campaign, proved able to manage this volume. By contrast, during the first two weeks following the attacks of 11 September 2001, NSOC was flooded with nearly 300 requests for information; and by the end of 2001, this number had skyrocketed to nearly 1700.

(S//SI) How did this improvement come about? The success resulted from a lot of hard work and determination on the part of multiple elements of SID, the Extended Enterprise, and the Intelligence Community. Leadership from senior SID and CRD managers provided the key transformational initiative. Three initiatives came together to provide for a successful outcome:

- A group of representatives from all the intelligence disciplines (SIGINT, IMINT, HUMINT, MASINT, OSINT) worked for months last autumn to gather, synthesize, and most importantly, map Information Needs to government leadership and military commanders' key decision points.
- The NSRP system came on-line in mid-summer and was declared operational in early 2003, bringing with it the Customer Information Needs Desk on the NSOC floor.
- The CRD opened the [Requirements Analysis Center \(RAC\)](#) in late 2002 to manage and adjust the focus of the SIGINT System on the specific INs of the most interest to our customers at any given moment in time.

(S//SI) By the end of January, the integrated list of SIGINT Information Needs had been entered into NSRP. Since that time, an intensive effort has continued to keep this list up-to-date and to remain closely coupled with the customers' battle rhythm to ensure that we are focusing on the most important needs and are delivering the intelligence that counts in time to make a difference.



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(U) Customer Relations

1. [When Meeting Customer Needs Means Defending the Nation](#)
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Enormous strides have been taken, yet there is still work to be done so that NSA can continue to improve its level of understanding of customer Information Needs and respond fully to those needs.

(U//FOUO) We hope you continue to read the articles in this series and, again, urge you to contact [REDACTED] Customer Gateway Chief of Staff, S11, [REDACTED], [REDACTED]@nsa, with any comments or suggestions.

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(U//FOUO) NIPF--What Is It and What Does It MEAN for Intelligence Community Priorities?

FROM: [REDACTED]
NSA Representative to NIPF Working Group
Run Date: 04/17/2003

(U//FOUO) On 24 February, President Bush signed National Security Presidential Directive (NSPD-26) entitled "Intelligence Priorities," which completely overhauled the intelligence priority process. The directive created a process that is much more dynamic and better able to keep pace with the demands placed on the Intelligence Community (IC). The new process is called the National Intelligence Priorities Framework (NIPF) and contains a matrix which links intelligence issues to specific geographic targets or organizations.

(U//FOUO) The Assistant Director for Central Intelligence for Analysis and Production (ADCI/AP), Mark Lowenthal, will be responsible for implementing this new process, and to facilitate the transition within SID, Mark Roth from that office, will be briefing the new process in Friedman Auditorium on 23 April from 0830-1000. We invite all US citizens to attend and hear first-hand how this new requirements process will be implemented across the IC. Specific items to be covered in the briefing include but are not limited to the evolution of the priority process, an explanation of NIPF, the transition from the old PDD-35 process, and the impact on NSA and the entire intelligence community as we move to a more flexible, Intelligence Needs (IN) driven system.

(U//FOUO) Following Mark's presentation, a Q & A session with [REDACTED] (NSA representative to NIAPB and NICB), [REDACTED] NSA representative to NIPF working group, [REDACTED], Chief Customer Gateway, [REDACTED] Acting Chief of Requirements Analysis Center, [REDACTED] Chief of Information Needs Division, and [REDACTED], Acting Chairman of the SIGINT Requirements and Evaluations Sub-Committee (SIRVES), will be held.

(U//FOUO) The rollout of NIPF is an important time for the IC. This new process is a synthesis of methods used in the past and will go a long way towards helping the Community address the increasing and ever changing demands placed upon it. Please plan to attend this important session to learn about changes in the community priorities system and their impact on NSA!

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(U) Profile: Intelligence Security Issues

FROM: [REDACTED]
Chief, SIGINT Policy, Legislative Affairs, & Intelligence Security
Run Date: 04/18/2003

(U) Today we profile SID's Intelligence Security Issues organization, the last in our series on Communications and Support Operations:

(S//SI) You're at home reading the Sunday paper when you come across something you think is classified. "Is this a Cryptologic Insecurity? What *is* a Cryptologic Insecurity?"

(S//SI) A Cryptologic Insecurity (CI) is when intelligence is disclosed--such as via a media leak--without authorization. SID has an office that handles its CI Program: the Intelligence Security Issues office. Every day we scan approximately 350 press items for potential CIs. We then research databases to confirm or deny the validity of the CI. This is a vital step in the CI analysis process to determine whether or not to forward the package to NSA's Public Affairs Office (PAO) for tasking. What about SIGINT losses? We review books and Internet articles to discover and document these losses.

(S//SI) Intelligence Security Issues also maintains the FIRSTFRUIT Foreign Knowledge Database, which currently contains over 5,000 insecurity-related records. This is a SIGINT database that is the Intelligence Community's prototype. FIRSTFRUIT combines all SIGINT-related information--Espionage Damage Assessments, Cryptologic Insecurities (Media/Books, etc.), Unauthorized Disclosures, Demarches, and Liaison exchanges--into one database.

(U//FOUO) We also are responsible for the SIGINT Director's staff portion of the NSA Countering Adversary Denial and Deception (D&D;) Program, proactively protecting U.S. intelligence sources and methods and determining ways to counter foreign denial and deception. Our findings are published in D&D; assessments and respond to D&D; questions from the Intelligence Community. Finally, Intelligence Security Issues manages SID's Operations Security (OPSEC) Program. We meet with SID OPSEC coordinators to review the program and provide OPSEC training and guidance; monitor the conduct of OPSEC within the SIGINT Directorate; and submit appropriate NSA-required OPSEC reports.

(U//FOUO) This is just a brief overview of what Intelligence Security Issues does every day. For more detailed information about what we do and how we can serve you, visit our [web page](#). Please contact us if we can be of any assistance!



SERIES:

(U) Communications and Support Operations (CSO)

1. [Profiles: SID Communications and Support Operations](#)
2. [Profile: SID Registry - Grand Central](#)
3. [Profile: SIGINT Support Services](#)
4. [Profile: SIGINT Legislative Affairs](#)
5. [Profile: SIGINT Policy](#)
6. Profile: Intelligence Security Issues

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(U) One Last Mo-Gram: Thank You

FROM: Maureen Baginski
Sigint Director
Run Date: 04/18/2003

(U//FOUO) Overwhelmed is not a word I use often, but it's the right word to describe how I feel in the face of all the email wishes, kind words, hugs, cards, and remembrances I've received since making the announcement of my move to the FBI. I've been very humbled by the outpouring of understanding, support and kindness--humbled, because I believe in your sincerity for two reasons: 1) as a person I try my best to always assume noble intent, and 2) as an analyst, reasoning based on evidence tells me there's no earthly reason for anyone to suck up to me any longer! :)

(U//FOUO) I told you before what an emotion-filled decision this was for me, and now I know why. All of you in some very special way have touched my life. I have so many great memories of my time at NSA, and they all center on the enduring relationships that have been built as we pursued our mission to defend the nation. When I think back on what might be considered seminal moments in my time at NSA, it's not the operational or analytic details I remember--it's the faces and names of the people with whom I shared the experience. In the end, any professional accomplishment I may have enjoyed occurred because of the generosity of human spirit, intellect, and dedication that is the hallmark of the NSA workforce. In many ways it's as if I grew up here. It's a privilege to have learned something from every family member I've encountered. I shall forever treasure all the lessons I learned, but three will stay with me forever: 1) Leaders and managers work for the people---not the other way around; 2) Never confuse your personal importance with that of your position; and 3) Laugh often and well--it truly is the best medicine.

(U//FOUO) In my last day as SIGINT Director, I'd like to challenge you to always remember that we protect the nation in three ways:

By the information we produce

By protecting the rights of U.S. citizens

By using the nation's resources responsibly.

(U//FOUO) Starting 5 May I'll be protecting the same nation in the same way from a new location and I look forward to working with you in a new way. Again, it's truly been an honor to serve with you.

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(U//FOUO) Charlie Meals as SID Deputy Director: Proud to Serve with the SID Work Force

FROM: Charlie Meals
Signals Intelligence Deputy Director
Run Date: 04/21/2003

(U//FOUO) It is indeed an honor to be selected as the new Deputy Director of the Signals Intelligence Directorate. I am looking forward to working with MG Quirk and the entire SID work force in my new role--exciting times lie ahead!

(U//FOUO) MG Quirk brings a wealth of experience that will benefit all of us in SID greatly. We will work as a team and will communicate with the work force often and openly, looking to you to help us as we continue to provide warfighters and policy makers with the vital information they need to protect the nation. I have no doubt that the outstanding support you have most recently provided during Operation Iraqi Freedom will continue as we work to meet our customers' most important information needs.

(U//FOUO) I have always taken on new assignments with enthusiasm and optimism--this one is no different. I believe we can have fun while working hard. MG Quirk and I will work to ensure a smooth transition and minimize distractions as we bring together a new leadership team in SID. We are here to serve the work force and provide a supportive environment that enables each of you to concentrate on the issues that matter most to the Agency and to the nation.

Very Best Regards,
Charlie

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(U//FOUO) MG Quirk as the SIGINT Director: We're on the Right Path

FROM: MG Richard J. Quirk, USA
Signals Intelligence Director
Run Date: 04/21/2003

(U//FOUO) Replacing a legend is not easy. Maureen Baginski's remarkable accomplishments as the first Signals Intelligence Director have left an indelible impact on our organization and people. Our loss is the FBI's gain. As their new Executive Assistant Director for Intelligence, Mo will be protecting the homeland in one of the nation's most critical positions. It is my honor to follow her as the next Signals Intelligence Director for the National Security Agency. I am also proud to have Charlie Meals as the new Signals Intelligence Deputy Director. Charlie and I will be a true team and his wealth of SIGINT expertise will help guide our organization as we move into the future.

(U//FOUO) During my tour here at NSA, I've learned that we have it right and that we need to keep it moving in the right direction. Our superb performance supporting the warfighters and policy makers in Operations Enduring Freedom and Iraqi Freedom is clear evidence of this. Our organizational structure and strategy are sound, and the changes we've implemented over recent years have postured us to meet the challenges that lie ahead. We're working together and meeting customer needs in ways that were inconceivable only a few years ago. A continued commitment to our SID Strategy and its alignment with NSA's Corporate Strategy remains vital. So my primary goal will be to keep us on the successful course set by that strategy. Some adjustments may be necessary along the way. But each and every day, we'll work together to build on our achievements.

(U//FOUO) I am also looking forward to working with those who will fill leadership positions in SID's Deputy Directorates- [REDACTED] (*see related article in SID Today*) -- as a united leadership team, committed to our strategy and cascading it down into your trusted hands. To all of us, the SID workforce will be paramount--the strength of our organization lies with its talented, dedicated workforce and the tremendous contributions you bring to SIGINT. I'm counting on you to continue the relentless pursuit of our mission. Charlie and I will make a point of interacting extensively with the workforce both here at NSAW and across our vast and global extended enterprise. We'll be doing a lot of walking around--both at NSAW and at our Field Sites and partners--to visit you in your workspaces. And we invite you to feel free to visit us at any time.

(U//FOUO) We're planning a SID Town Meeting in the near future to listen to your comments and answer some of your questions (watch for the announcement). And the [SID Mailbag](#) is open, so take advantage of it and send us your comments, concerns, and suggestions. As Charlie and I settle into our new roles, we want to hear from you.

(U//FOUO) This is our SID and our NSA. You're the ones with the best sense of how to continue our success. I am so proud to continue to serve with you in taking care of today's mission and preparing the SIGINT Enterprise for the future.

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(U//FOUO) New SID Deputy Directorate Leadership Announced

FROM: SIGINT Communications Team
Unknown
Run Date: 04/21/2003

(U//FOUO) Along with the recent appointment of a new SIGINT Director and Deputy Director, SID is experiencing a turnover in leadership at the Deputy Directorate level, as well.

(U//FOUO) The former Chief of the **Customer Relationships Directorate**, Charlie Meals, has become SID Deputy Director. The new Deputy Director for Customer Relationships is [REDACTED], with Carl L. Johnson serving as the Assistant Deputy Director. [REDACTED] most recently led Trailblazer, while Carl Johnson comes to CRD from Analysis & Production's Office of China and Korea.

(C) In **Analysis & Production**, Chris Inglis will transition in the coming months to serve as Special U.S. Liaison Officer London (SUSLO). Upon his departure, the new Deputy Director for A&P; will be James M. Allen, who is currently serving as Chief of NSA/CSS Europe (NCEUR). [REDACTED] will continue as A&P;'s Assistant Deputy Director.

(U//FOUO) Last but not least, Bill Crumm is leaving **Data Acquisition** to become Chief, NCEUR. [REDACTED] who was DA's Assistant Deputy Director, has moved up to occupy the position of Deputy Director. The new Assistant Deputy Director is James M. Cusick, who most recently served as NSA/CSS Representative to the Defense Department.

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(U) Dynamic Methods of Interaction with New and Existing Customers

FROM: [REDACTED]
Acting Chief, Customer Gateway
Run Date: 04/22/2003

(S//SI) Nothing has changed the face of our nation like the terrorist attacks of 11 September 2001. Those attacks, the war in Iraq, and the crisis in North Korea have also changed the faces and the needs of most of our customers and partners. World events created new customers and changed the roles of others in ways that we could not have imagined. Yet, the Signals Intelligence Directorate (SID) already had the framework in place in the Customer Relationships Directorate (CRD) to absorb and respond to this tidal wave of change.

(S//SI) In the Customer Gateway, NSA's External Representatives who are integrated at customer agencies joined hands with Senior Executive Account Managers (SEAMs), Account Managers (AMs), National Cryptologic Representatives (NCRs), SIGINT National Intelligence Officers (SINIOs), and Product Line Leaders to produce new profiles of our customers' needs. Those profiles, captured in [Customer Support Plans](#), provide a detailed blueprint for what intelligence each customer needs as well as the preferred method of dissemination.

(S//SI) Customers such as the Department of Interior and the Department of Agriculture, whom we considered to be in a "caretaker" status before 11 September, suddenly became voracious consumers of SIGINT. The NSA Representative, who had been servicing these accounts with a weekly visit to analysts at those locations, suddenly received the access to brief the Secretaries of Agriculture and Interior multiple times weekly. Similarly, completely new customers appeared - U.S. Northern Command (NORTHCOM), the Federal Reserve, and the Missile Defense Agency. Other new customers, such as the Department of Homeland Security, created a ripple effect on demand for SID products and services among existing customers absorbed into that organization such as U.S. Customs, the Immigration and Naturalization Service (INS), and the U.S. Secret Service. Existing customers, such as U.S. Strategic Command (STRATCOM), also absorbed other organizations and missions (U.S. Space Command/SPACECOM), underlining our need to be flexible in responding to customer needs.

(S//SI) The increasingly critical role of intelligence in supporting the Law Enforcement Community has prompted both the Federal Bureau of Investigation and the Bureau of Alcohol, Tobacco, and Firearms to create Intelligence Directorates that will dramatically alter interactions with the Intelligence Community, particularly when the Terrorist Threat Integration Center reaches full operational capability.

(S//SI) Our customers have challenged us to change with them, anticipate their needs, and collaborate with them on the way ahead. In that spirit, Customer Response has several new and dynamic dissemination products coming to "market" that include:



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- **SECRET Over-the Internet** --Particularly attractive to Law Enforcement--a cross-organizational effort to provide SECRET-level data to an unclassified workstation, in a non-SCIF (sensitive compartmented information facility) area, over the commercial Internet. The destination workstation would remain unclassified.
- **Wireless Dissemination** - Cell phones, pagers and personal digital assistants are increasingly becoming the tools of choice for information exchange for our Customers. S12 Products and Services Futures continues the initiative to disseminate Secret-level information to this set of wireless devices.
- **SIGINT on DEMAND (SOD)** - SOD is a web-based tool that allows customers access to intelligence "snippets" prior to the release of a full report. SOD allows customers to view these snippets directly from their workstations via direct e-mail, or through Intelink. Although still in development, many NSA customers access information via SOD everyday.
- **E Notebook** - Printed and manual distribution of NSA product remains the primary dissemination vehicle for some customers. For example, the product pull, sort, collate and manual delivery at the Pentagon involves up to eight employees and reams of paper. Customer Response has developed the technology to store the serialized product retrieved from ANCHORY on a compact flash card. The compact flash card can be read and displayed (after user authentication) on an "E-notebook" or "Tablet PC." The E-notebook can remain in customer offices, and product delivery is accomplished via the compact flash card (vice a large stack of paper.)

(S//SI) The challenges facing SID in responding to change of this magnitude will only increase. Managing customer relationships successfully now requires an underlying structure that builds confidence with the customer and within the workforce that issues will be worked to resolution. That structure will be described in the conclusion of our series.

(U//FOUO) We hope you continue to read the articles in this series and, again, urge you to contact [REDACTED] Customer Gateway Chief of Staff, S11, [REDACTED], [REDACTED]@nsa, with any comments or suggestions.

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(U//FOUO) Reminder: SID Front Office Open House Tomorrow

FROM: SIGINT Communications Team
Unknown
Run Date: 04/22/2003

(U//FOUO) Tomorrow is the SID Front Office open house, as announced in a [recent SI mass mailer](#). Details follow...

(U//FOUO) Maureen Baginski, Chris Inglis and Bill Crumm cordially invite you to drop by the SID front office (2W106) on 23 April from 1000-1200-- they would like to thank you for all that you have done for them personally and professionally. See you there!

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(S//SI) A Perspective on the NSA/ USUN Partnership

FROM: [REDACTED]
Acting Chief, Customer Gateway
Run Date: 04/23/2003

(S//SI) When the various components of the Signals Intelligence Directorate and the Extended Enterprise work together in a spirit of cooperation, communication, and mutual respect, a great partnership develops which enhances NSA's production support to its SIGINT customers. Nothing illustrates this better than the U.S. United Nations (USUN) team which, from the outset, worked tirelessly to strengthen the ties between NSA and USUN.

(S//SI) SIGINT support to USUN's diplomatic efforts concerning Iraq has been exceptional. Timely SIGINT played a critical role in the unanimous adoption of UN Security Council Resolutions 1441 (strengthened the inspection regime and demanded Iraq disarm or face serious consequences) and 1472 (revised the humanitarian aid program for Iraq). During that period, the overall volume of SIGINT supplied to USUN doubled, and the number of timely SIGINT tippers delivered to USUN players during key points in the negotiations increased by a factor of four. It was this effort that prompted Ambassador Negroponte to thank NSA for its work and to offer this unsolicited comment: "I can't imagine better intelligence support for a diplomatic mission."

(S//SI) The enterprise-level relationships built by our partnerships have matured from being transactional to relational in nature. Instead of working toward customer satisfaction of individual requirements, these components have developed a degree of understanding of their customers' needs that promotes positive outcomes on an even broader scale. The USUN Customer Support Team worked hard to bring producers and customers closer together to increase understanding between the USUN ambassadors and political officers and NSA analysts and producers. They are only a small part of a much larger team of collectors, processors, enablers and analyst/reporters, whose outstanding collective efforts often elicit admiration and praise from USUN customers. High-quality, timely reporting, precisely tailored to the customer's needs, has been key for USUN customer satisfaction; and the people behind the service have made the difference.

(S//SI) A SID Coin was awarded to the SEAM team of [REDACTED] (SEAM), [REDACTED] (Account Manager), [REDACTED] (NSA Representative to USUN), and [REDACTED] (SINIO for Global and Multilateral Issues) on 20 March 2003, in recognition of their effective customer support to USUN.

(U//FOUO) We hope you continue to read the articles in this series and, again, urge you to contact [REDACTED] Customer Gateway Chief of Staff, S11, [REDACTED], [REDACTED]@nsa, with any comments or suggestions.



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**(U) REMINDER: NIPF Is Here! Briefing on New Intelligence
Community Priorities System-WED 23 Apr 0830-1000**

FROM: [REDACTED]
NSA Representative to NIPF Working Group
Run Date: 04/23/2003

(U) The National Intelligence Priorities Framework (NIPF) --the result of a presidential decision to overhaul the intelligence priority process-- will be presented by Mark Roth, from the office of the Assistant Director for Central Intelligence for Analysis and Production (ADCI/AP) in Friedman Auditorium on 23 April from 0830-1030.

(U) The new NIPF process contains a matrix which links intelligence issues to specific geographic targets or organizations resulting in assignment of a 1 through 5 priority. The process and matrix will be fully explained by Mr. Roth, who is leading the community transition to the new system. We invite all US citizens to attend and hear first-hand how this new requirements process will be implemented across the Intelligence Community.

(U) Following Mr. Roth's presentation, a Q & A session with [REDACTED], (NSA representative to NIAPB and NICB), [REDACTED], NSA representative to NIPF working group, [REDACTED], [REDACTED], Chief Customer Gateway, [REDACTED] Acting Chief of Requirements Analysis Center, [REDACTED] Chief of Information Needs Division, and [REDACTED], Acting Chairman of the SIGINT Requirements and Evaluations Sub-Committee (SIRVES), will be held.

(U) The rollout of NIPF is an important event for the IC. This new process is a synthesis of methods used in the past and will go a long way towards helping the Community address the increasing and ever changing demands placed upon it. Please plan to attend this important session to learn about changes in the community priorities system and their impact on NSA!

(U) NOTE: In compliance with DCID 1/7 and DCID 5/6, the entire contents of the briefing will be NOFORN, and no part of the briefing may be provided or conveyed in any form to non-US citizens without the express written approval of the CIA.

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(U) Making Customer Feedback Work for Everyone

FROM: [REDACTED]
Acting Chief, Customer Gateway
Run Date: 04/24/2003

(U//FOUO) This 5-day series, "When Meeting Customer Needs Means Defending the Nation", has described the Customer Relationships Directorate's (CRD) new Information Needs process as well as its new customers and new dissemination vehicles. These new activities are the result of building on the success of 50 years of SIGINT products and services. Today, our vision is providing the right information to the right customer at the right time--within their information space--completely focused on our customers' successful outcomes.

(U//FOUO) Toward that end, we are embracing processes and technology that will make available the intended outcomes of customer Information Needs, customer feedback, observed customer behavior and preferences, outright customer complaints and their resolution across the SIGINT enterprise at the touch of a button. We have been developing the business processes for this technology for the past 18 months and are now ready to prototype the technology that will lead us to trending and analysis of customer feedback and behavior. We expect this to result in improved one-to-one customer relationships that benefit many customers across the board.

(U//FOUO) In order to manage complex customers who have multiple demands, CRD has built a structure to underpin the Senior Executive Account Manager (SEAM) /Account Manager (AM) program. That structure is the Customer Service Steering Group (CSSG). Its charter is to ensure that customer issues are not dropped before resolution and that resolution for one customer translates into resolution for all customers with similar issues. The CSSG is co-chaired by the Deputy Director for Customer Relationships and the SEAM Program Manager.

(U//FOUO) The CSSG conducts mini-customer assessments every month based on issues that have "bubbled up" from Account Managers, NSA Representatives, SIGINT National Intelligence Officers (SINIOs) and others who meet to review accounts. The CSSG is composed of the Signals Intelligence Directorate's primary "movers and shakers" who can personally intervene to resolve policy and resource issues. The results of the CSSG are reported monthly to the SID Executive Leadership Board. The Director's staff has also expressed interest in the results of this effort, particularly since the CSSG sessions include National Cryptologic Representatives (NCRs).

(U//FOUO) The core of NSA's customer relationships is understanding and meeting our customers' Information Needs. Through hard work and partnering with elements of the Extended Enterprise, the Signals Intelligence Directorate has enjoyed some success with its customer interactions, but there remains much work to be done to further this advance. We will rise to the challenge to change with our customers, anticipate their needs, and



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collaborate with them on the way ahead.

(U//FOUO) We hope this series has been informative and has prompted some suggestions for us. Please contact [REDACTED] Customer Gateway Chief of Staff, S11, [REDACTED], [REDACTED]@nsa, with your input. We'll be waiting to hear from you.

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(U//FOUO) NIPF--Recap

FROM: [REDACTED]
NSA Representative to NIPF Working Group
Run Date: 04/24/2003

(U) Yesterday, Mark Roth from the office of the Assistant Director for Central Intelligence for Analysis and Production (ADCI/AP) provided an introductory briefing to SID on the National Intelligence Priorities Framework (NIPF).

(U) Both informative and educational, the presentation clearly outlined the overhauled intelligence priority process, and also included a very beneficial Q & A session with SID leaders involved in the new process. Several questions were addressed regarding the effects NIPF will have on the workforce, including the timeline for implementation, the flexibility of the system, and the relation to NSRP to name a few. For the further information on NIPF, the briefing slides, and for answers to frequently asked questions, please visit the [Strategic Intelligence Issues](#) website.

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(U) A Look at NSA's Learned Organizations

FROM: the SIGINT Communications Team
Unknown
Run Date: 04/25/2003

(U//FOUO) One thing is certain about NSA's workforce: it cannot be pigeon-holed! Where else can you find linguists, mathematicians, cryptologists, collectors, IT specialists, engineers, signals analysts, writers, etc. all rubbing shoulders? In the coming weeks, SID Today will run a series of articles spotlighting NSA's Learned Organizations. These are organizations (such as the Crypto-Mathematics Institute and the Crypto-Linguistic Association, to name just two) that allow members of each profession to share information on their specialized skills, recognize outstanding achievements in their field, and interact with peers.

(U//FOUO) This series will let you know what organizations are out there and what they have to offer. Stay tuned!

SERIES: **(U) NSA's Learned Organizations**

1. A Look at NSA's Learned Organizations
2. [The KRYPTOS Society](#)
3. [The Crypto-Linguistic Association \(CLA\)](#)
4. [The Collection Association \(CA\)](#)
5. [The Crypto-Mathematics Institute \(CMI\)](#)
6. [The International Affairs Institute \(IAI\)](#)

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**(U//FOUO) SID What's on Your Mind Session for MILITARY Workforce
- May 2nd**

FROM: the SIGINT Communications Team
Unknown
Run Date: 04/25/2003

(U//FOUO) If you are a military member working in the SIGINT Directorate, we want to know what's on your mind! We are especially interested in your ideas and concerns, because we count you as an important voice in shaping the SID culture and processes for the future.

(U//FOUO) This session is sponsored by the SIGINT People Office and will be hosted by CMSgt [REDACTED], SID Senior Enlisted Advisor, and [REDACTED] Chief of the SID Workforce Advocacy Team. If you can't attend this session, we hope to see you in the future.

- When: 2 May 2003
- Time: 1230-1400
- Where: OPS2B, 2C086

Note: Seating is limited, so arrive early to ensure you get a seat.

(U) For additional information, please contact the SIGINT People Office on [REDACTED] or send an email to [REDACTED]@nsa.

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(U) ConSIDer This: Vital Records

FROM: the SIGINT Communications Team
Unknown
Run Date: 04/28/2003

(C) Did you know that copies of NSA's most vital records are being stored in Sugar Grove, West Virginia?

(U) The Vital Records Program ensures that copies of NSA's most important documents are kept in a safe location away from Fort Meade. Why?-- So that if a natural disaster, fire, attack, etc. should destroy the originals at NSA, we will still be able to access a backup copy. The program began in 1952 when President Truman signed an executive order making each federal department and agency responsible for carrying out its essential functions in an emergency; later Presidents have issued modifications.

(U//FOUO) If you think you may have vital records, see [Vital Records FAQ](#) for definitions and instructions on how to preserve them.

(U//FOUO) Do you have an idea for a "ConSIDer This" piece-- helpful tips, human-interest items, etc? If so, send us your suggestions below.

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(U) SID Town Meeting Recap

FROM: the SIGINT Communications Team
Unknown
Run Date: 04/28/2003

(U//FOUO) On Friday, MG Richard Quirk and Charlie Meals hosted their first SID Town Meeting in their new roles as Signals Intelligence Director and Deputy Director. After introducing themselves and the other members of the SID Leadership Team, they went on to provide their sense of where SID is headed. Several themes ran throughout the meeting:

- (U) SID on the Right Path

(U//FOUO) MG Quirk and Mr. Meals emphasized that SID's current transformation efforts will continue. They expected no major changes in direction or reorganizations. As General Quirk stated, "The plane is rebuilt--let's fly it." [SID's strategy](#) remains the same, and is aligned with the NSA strategy.

- (U) The Importance of the Workforce

(U//FOUO) Both leaders hold the view that "people are the top and bottom line" in SID's success. Mr. Meals described the workforce as brilliant and enthusiastic about their jobs. General Quirk's view is that people want to: do good; make a difference; and reach their full potential. As a manager, he wants to help people accomplish these goals.

(U//FOUO) In this vein, General Quirk and Mr. Meals will pay close attention to career development issues, a fair promotion system, rewards for outstanding performance, and working conditions. They also encouraged the workforce to achieve a proper work/life balance, and to take leave as appropriate. General Quirk stated that he wants everyone to be "at their best" when they are at work.

- (U) Integration/Teamwork

(U//FOUO) SID has made great strides during this "Year of Integration", and these efforts will continue. Our strategy for the Iraq Campaign--with its use of an OPPLAN, Issue Managers, and other steps to ensure coordinated teamwork--worked "extremely well." There is more work to be done, but we will continue to build on our successes in this regard. It is important that we all pull together every day, and not only during crisis situations.

(U//FOUO) Regarding teamwork at the management level, General Quirk and Mr. Meals will work very closely with each other and with the other members of SID leadership. This includes the new leaders of the Deputy Directorates (see a [recent SID Today article](#) on the subject) and the DD's Technical Directors.

- (U) Values

(U) General Quirk reaffirmed that integrity and "doing the right thing" are values that we continue to live by and describe "who we are."

- (U) Leadership Style

(U) The SID leaders are serious about their work, but not about themselves. They believe that we can enjoy ourselves while working hard.

(U//FOUO) MG Quirk and Charlie Meals would like to hear your ideas and concerns. They will try to meet as many SID employees as possible in person. In the meantime, please use the SID Mailbag (in the Workforce Outreach section of the main SID Today page) to submit your

questions and ideas for their attention.

(U//FOUO) For those who were not able to attend the meeting, watch for rebroadcasts on [Newsmagazine/tvlisting](#) or "go newsmagazine".

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(U) SID Hiring (part 1: Outlook)

FROM: Maria Magoulas-Perkins
Chief, SIGINT People Office
Run Date: 04/29/2003

(U//FOUO) We are fortunate that with a Congressional supplemental, SID will hire more than 500 people this year and will likely have comparable hiring programs in the years to come. The SIGINT People Office wants to remind all SID hiring managers to continue moving full steam ahead to keep the hiring pipeline filled with the most qualified applicants. It is imperative that we keep working to satisfy our hiring requisitions. This includes bringing in applicants, conducting interviews, extending offers, and providing candidates with security forms in order to get them through the necessary processing.

(U//FOUO) Currently SID hiring is focused strongly on the ongoing campaigns. However, per agreement between the SID Chief of Staff and Chief HRS, and per previous guidance from Chief HRS to continue to hire qualified applicants, please ensure that applicants are not being turned away because of hiring allocations (or lack thereof), but only because they do not have the requisite skills for the job you have to fill. No one should be turned away because of lack of billets/hiring allocations, etc.

(U//FOUO) As a SID hiring manager, when/if you are faced with this situation, please advise your respective hiring authority of your requirement(s) and they will coordinate with the SIGINT People Office. The SIGINT People Office will raise the issue to the SID Chief of Staff for resolution. The list of SID hiring authorities can be found [here](#).

(U) Coming in part 2 of this message: Welcoming New Hires

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(U) SID Town Meeting Recap

FROM: the SIGINT Communications Team
Unknown
Run Date: 04/29/2003

(U//FOUO) If you missed Monday's recap of the April 25 SID Town Meeting, check it out [here](#).

(U) This and other past SID Today postings are available in the Archive section, accessible from the SID Today homepage.

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(U) SID Hiring (part 2: Welcoming New Hires)

FROM: Maria Magoulas-Perkins
Chief, SIGINT People Office
Run Date: 04/30/2003

(U//FOUO) In part 1 of this message, I indicated that SID will hire over 500 people this year. Please remember that it is not just the responsibility of the receiving supervisor but it is the responsibility of us all to do our part to make our new hires feel welcomed and productive as quickly as possible.

(U//FOUO) We all were new at one time and had to "learn the ropes." If we are indeed hiring the most qualified applicants, then learning curves should not be overwhelming. (If we are not hiring people with the requisite minimum job skills, then please advise the People Office so we can help correct the problem.) Our new hires are an investment in our future. If we help them and get them trained as quickly as possible despite our current workload, they will help us immeasurably in the future by reducing that workload.

(U//FOUO) A series of on-line job aids are available to assist supervisors with a more friendly and productive assimilation process. This website was developed for anyone who is responsible for the in-house training and orientation of a new hire or veteran employees new to the office. It can be accessed by typing 'go ojt' or by clicking [here](#).

(U//FOUO) I would like to thank you all for your hard work and commitment to ensuring we get the quality personnel to address our SIGINT requirements. I would like to thank you for whatever part you play in making our new hires feel a welcomed, valued, and contributing member of the SIGINT team.

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(S//SI) Collecting in Afghanistan

FROM: CPT (P) [REDACTED]
Tactical Platforms Systems Integration
Run Date: 05/01/2003

(S//SI) Last summer, U.S. military officials generated an intelligence requirement for NSA: they needed a quick reaction capability system for locally collecting against High Power Cordless Phones (HPCP) used by suspected al-Qa'ida and Taliban forces in Afghanistan. Remarkably, it took Data Acquisition's Tactical Platforms organization only 60 days to build, test, and field a system to satisfy this requirement.

(S//SI) The result was MINUTEMAN PROMETHEUS, a Pelican case-mounted, man-portable system. Tactical Platforms used commercially-available technology and existing hardware/software and built them into a unique system designed from the ground up, which enabled a low cost per system. The project was a joint effort, with MINUTEMAN acting as deployment lead and providing hardware, MUSKETEER providing software, and the Army Cryptologic Office providing technical and financial mission support.

(S//SI) Deployment of this capability allows Special Forces teams to conduct close-in collection against adversaries in Afghan "hot spots" to obtain real-time indications and warning and targeting information. MINUTEMAN PROMETHEUS serves as an example of how, through collaboration, SID can use existing capabilities to respond quickly to customer needs. With the collection environment evolving at an ever-increasing pace, this adaptability will help us stay a step ahead of the game!

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(U) Reminder: SID What's on Your Mind Session for MILITARY Workforce - May 2nd

FROM: the SIGINT Communications Team
Unknown
Run Date: 05/01/2003

(U//FOUO) If you are a military member working in the SIGINT Directorate, we want to know what's on your mind! We are especially interested in your ideas and concerns, because we count you as an important voice in shaping the SID culture and processes for the future.

(U//FOUO) This session is sponsored by the SIGINT People Office and will be hosted by CMSgt [REDACTED], SID Senior Enlisted Advisor, and [REDACTED] Chief of the SID Workforce Advocacy Team. If you can't attend this session, we hope to see you in the future!

- When: 2 May 2003
- Time: 1230-1400
- Where: OPS1, 2C086

Note: Seating is limited, so arrive early to ensure you get a seat.

(U) For additional information, please contact the SIGINT People Office on [REDACTED] or send an email to [REDACTED]@nsa.

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(U) MG Quirk and Charlie Meals Make the Rounds

FROM: the SIGINT Communications Team
Unknown
Run Date: 05/02/2003

(U) We'd like to give you a sense of what the new SID leaders have been doing in their first weeks on the job.

(U//FOUO) Since April 21st, MG Quirk and Charlie Meals have already visited a number of SID organizations to meet members of the workforce and become better acquainted with both mission and human resources topics. On April 22nd, they toured several Customer Relationships (S1) offices, including:

- Requirements Analysis Center
- Military Integration
- Customer Response
- Customer Account Management
- SINIOs (SIGINT National Intelligence Officers)
- National Tactical Integration

(U//FOUO) This was followed up by a 24 April visit to Data Acquisition (S3) offices, including:

- Current Operations Division
- Special Source Mission Management
- Systems Analysis
- Commercial Technology

(U//FOUO) MG Quirk and Charlie Meals also plan on visiting elements of Analysis & Production (S2) in the near future. They were very impressed by their visits and greatly enjoyed the opportunity to meet directly with the workforce--something they hope will happen regularly.

(S//SI) The SID Director and Deputy Director have also met with NSA leadership outside of SID, such as the Acting General Council, Vito Potenza; the Principal Director for Foreign Affairs, [REDACTED]; and the Senior Acquisition Executive, Paul Schneider. MG Quirk even engaged in some international dialogue, namely a discussion with Mr. [REDACTED] the Deputy Director of the Norwegian Intelligence Service's Collection Division (the Norwegian equivalent to NSA).

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