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NSA's Employee Publication

24 July 1995

A NOTE FROM THE DIRECTOR *(U)*

(U) I recently received the attached thank you letter from President Clinton and take great pleasure in passing it on to you. My thanks to the NSA work force, especially those who played a direct role in this effort.

Very Respectfully, VADM J.M. McConnell

THE WHITE HOUSE

WASHINGTON

June 29, 1995

Dear Mike,

(U) *In the wake of the resounding decision in New York to extend the Nuclear Non-Proliferation Treaty indefinitely and without conditions, I am writing to thank all those in the intelligence community who so effectively supported our diplomatic efforts to secure this historic outcome.*

(U) *The NPT is the cornerstone of our efforts to combat the spread of nuclear weapons and to keep nuclear materials out of dangerous hands. The NPT also creates the global framework under which the United States and Russia can continue to reduce Cold War nuclear arsenals.*

(S//SI) (U) *The intelligence community made a crucial contribution to our intensive diplomatic efforts over many months to achieve this outcome.* [redacted]

(U) *I want to thank all of those who made such an important contribution to our successful NPT extension effort.*

(b)(1)
(b)(3)-50 USC 403
(b)(3)-P.L. 86-36

Sincerely,
Bill Clinton

IT'S OFFICIAL! (U)

(U) The Agency has received official approval from DoD to offer a Voluntary Separation Incentive Program from 1 October through 31 December 1995. This will be the LAST opportunity for employees who attain regular retirement eligibility ON OR BEFORE 31 DECEMBER 1995 to take advantage of the incentive. The Agency will continue to offer seminars, speakers, and workshops to assist eligible employees as they consider their options and we'll provide more details in a future article. Meanwhile, if you have questions contact your Integrated Personnel Activity.

A/DDO BRIEFS F-16 SHOOTDOWN (U)

~~(TS-CCO)~~ On 2 June 1995 at 1303Z, a U.S. F-16, while on routine combat air patrol enforcing the U.N.-mandated No Fly Zone over Bosnia and Herzegovina, was engaged and destroyed by a Bosnian Serb SA-6 southeast of Bihac.

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

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(U) If you were unable to view the presentation and would like more specific operational details of NSA's support, we recommend you contact Mr. Bob Beaudin, G71, on 963-3141s, to request a copy of the video tape for your organization.

DCI To Hold Town Meeting at NSA (U)

~~(FOUO)~~ On 1 August, Dr. John Deutch, the Director of Central Intelligence, will host a town meeting in the Friedman Auditorium at 1000 hours. This meeting will be simulcast to the R&E Symposium Center. Although it will be open to the general work force, tickets will be required in the Friedman Auditorium and will be distributed through the Key Components. If you aren't able to attend or view the presentation we'll provide an overview in an upcoming issue.

IGNITOR Update (U)

~~(FOUO)~~ Back in March shortly after its formation, we published a message (see Vol. III. #13) from the IGNITOR project and promised to update you on the group's progress. In case you didn't see the message, or aren't otherwise familiar with Project IGNITOR, it is the DO Core Process Review of Analysis. This endeavor is a major part of the Agency's examination of how we provide products to our customers and the first ever attempt to systematically study how NSA does analysis—and how we might do it better.

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

~~(FOUO)~~ Since its inception, the 24-person IGNITOR group (composed of analysts and systems specialists) has completed its planning and project initiation phase on schedule. The group is now tackling the key task of trying to understand the various SIGINT analytic processes. IGNITOR's Systems Team met a critical milestone on 1 May. It identified to the Intelligence Community's Intelligence Systems Board (ISB) those analytic support systems known as "legacy" that will not be funded after 1997, and those known as "migration," either existing or new systems, that will be funded in the future. The list of systems, although subject to change, is available alphabetically in MOSAIC on the IGNITOR Home Page under programs and projects.

~~(FOUO)~~ While the Systems Team was working feverishly to respond to the ISB's tasking, the rest of the IGNITOR group was burrowing deeper into analytic processes. Two teams—an Interview and a Non-Interview Team— were set up to develop methods for interviewing analysts and for collecting non-interview data from available documentary sources. The Non-Interview Team has produced a lengthy list of reference material ranging from training needs assessments to business plans and from year-end reviews to project reports. Since any of these documents could be potentially helpful to IGNITOR, each one will be read by at least two team members to ensure that valuable information is not overlooked.

~~(FOUO)~~ Meanwhile, the Interview Team devised a plan to interview the Directorate-wide focus groups representing the dozen or more different analytic disciplines, and then to conduct more specific interviews with analysts from individual groups and offices. So far, over 300 people have been interviewed. Other sub-teams have begun to gather data from field sites and other specialized functions, e.g., analysts supporting military operations and information warfare efforts.

~~(FOUO)~~ An Overview Team is looking at how all of the IGNITOR efforts relate. The team is reviewing the interview data and reading the documentary literature to provide immediate feedback to the Interview Teams and to look for trends among the findings. This overview function is the start of the synthesis that must be done before IGNITOR can begin to understand the core process of analysis or hope to spot inefficiencies, incongruities, or opportunities to improve.

~~(FOUO)~~ Although much progress has been made over the past few months, there is still a great deal of work to be done. IGNITOR plans to complete its data-gathering interviews by late July, including call-back interviews for sanity checks, and to plunge into the Process Redesign Phase by August. Their goal is to produce recommendations and an implementation plan by 31 October 1995. Meanwhile, if you have a question, a concern, or would like to provide input to the group contact them via e-mail at ignitor@nsa.

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